

# GOVAN MBEKI MUNICIPALITY

"A Model City and Centre of Excellence"



## ANNUAL REPORT

2015-2016



## TABLE OF CONTENTS

|   |    |
|---|----|
| VISION, MISSION AND VALUES.....   | 6  |
| CHAPTER 1 - MAYOR'S FOREWORD AND EXECUTIVE SUMMARY.....                   | 7  |
| COMPONENT A: MAYOR'S FOREWORD 2015/2016.....                              | 7  |
| COMPONENT B: EXECUTIVE SUMMARY.....                                       | 8  |
| 1.1 MUNICIPAL MANAGER'S OVERVIEW.....                                     | 8  |
| 1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW.....       | 10 |
| 1.3 SERVICE DELIVERY OVERVIEW.....  | 16 |
| 1.4 FINANCIAL HEALTH OVERVIEW.....  | 17 |
| 1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW.....                              | 22 |
| 1.6 AUDITOR GENERAL REPORT 2015/2016.....                                 | 22 |
| 1.7 STATUTORY ANNUAL REPORT PROCESS.....                                  | 23 |
| CHAPTER 2 . GOVERNANCE.....   | 24 |
| COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE.....                 | 24 |
| 2.1 POLITICAL GOVERNANCE.....   | 25 |
| 2.2 ADMINISTRATIVE GOVERNANCE.....  | 40 |
| COMPONENT B: INTERGOVERNMENTAL RELATIONS.....                             | 45 |
| 2.3 INTERGOVERNMENTAL RELATIONS.....                                      | 45 |
| COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION.....                 | 46 |
| 2.4 PUBLIC MEETINGS,.....   | 46 |
| COMMUNICATION, PARTICIPATION AND FORUMS.....                              | 46 |
| 2.5 IDP PARTICIPATION AND ALIGNMENT.....                                  | 52 |
| COMPONENT D: CORPORATE GOVERNANCE.....                                    | 53 |
| 2.6 RISK MANAGEMENT.....  | 53 |
| ANTI-CORRUPTION AND FRAUD.....  | 53 |
| 2.8 SUPPLY CHAIN MANAGEMENT.....  | 53 |
| 2.9 BY-LAWS.....  | 54 |
| 2.10 WEBSITES.....  | 55 |
| 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES.....                       | 55 |
| CHAPTER 3 . SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)..... | 56 |
| COMPONENT A: BASIC SERVICES.....  | 59 |
| 3.1 WATER PROVISION.....  | 59 |
| 3.2 WASTE WATER (SANITATION) PROVISION.....                               | 63 |
| 3.3 ELECTRICITY.....  | 67 |
| 3.4 WASTE MANAGEMENT.....   | 71 |

|  |     |
|--|-----|
| INTRODUCTION TO WASTE MANAGEMENT.....  | 71  |
| 3.5 HOUSING .....  | 75  |
| 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT.....  | 77  |
| COMPONENT B: ROAD TRANSPORT .....  | 80  |
| 3.7 ROADS .....  | 80  |
| 3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION).....                                  | 82  |
| 3.9 WASTE WATER (STORMWATER DRAINAGE) .....  | 82  |
| COMPONENT C: PLANNING AND DEVELOPMENT .....  | 84  |
| 3.10 PLANNING.....   | 84  |
| 3.11 LOCAL ECONOMIC DEVELOPMENT.....   | 87  |
| COMPONENT D: COMMUNITY & SOCIAL SERVICES .....   | 95  |
| 3.12 LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER<br>(THEATRES, ZOOS, ETC) ..... | 95  |
| 3.13 CEMETERIES AND CREMATORIUMS .....   | 97  |
| COMPONENT E: ENVIRONMENTAL PROTECTION .....  | 98  |
| 3.15 POLLUTION CONTROL ( AIR QUALITY) .....  | 98  |
| 3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL<br>PROTECTION) .....           | 98  |
| COMPONENT F: HEALTH .....  | 98  |
| 3.17 CLINICS.....  | 98  |
| 3.18 AMBULANCE SERVICES .....  | 99  |
| 3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC.....                             | 99  |
| COMPONENT G: SECURITY AND SAFETY.....  | 99  |
| 3.20 POLICE/ COMMUNITY SAFETY.....   | 99  |
| 3.21 FIRE SERVICES .....   | 101 |
| 3.22 DISASTER MANAGEMENT .....   | 102 |
| COMPONENT H: SPORT AND RECREATION .....  | 103 |
| 3.23 SPORT AND RECREATION.....   | 103 |
| COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES .....   | 105 |
| 3.24 EXECUTIVE AND COUNCIL .....   | 105 |
| 3.25 FINANCIAL SERVICES.....   | 105 |
| 3.26 HUMAN RESOURCE SERVICES.....  | 106 |
| 3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES .....                                       | 106 |
| 3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES .....                                     | 107 |

|   |     |
|---|-----|
| COMPONENT J: MISCELLANEOUS.....   | 110 |
| COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD .....   | 111 |
| CHAPTER 4 . ORGANISATIONAL DEVELOPMENT PERFORMANCE REPORT<br>PART II) .....                             | 156 |
| COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL.....   | 156 |
| 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES .....   | 156 |
| COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE .....   | 157 |
| 4.2 POLICIES.....   | 158 |
| 4.3 INJURIES, SICKNESS AND SUSPENSIONS .....  | 160 |
| 4.4 PERFORMANCE REWARDS.....  | 161 |
| COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE .....   | 162 |
| 4.5 SKILLS DEVELOPMENT AND TRAINING .....   | 162 |
| COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE .....   | 166 |
| 4.6 EMPLOYEE EXPENDITURE .....  | 166 |
| CHAPTER 5 . FINANCIAL PERFORMANCE.....  | 171 |
| COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE .....  | 171 |
| 5.1 STATEMENTS OF FINANCIAL PERFORMANCE .....   | 172 |
| 5.2 GRANTS .....  | 176 |
| 5.3 ASSET MANAGEMENT .....  | 179 |
| COMPONENT B: SPENDING AGAINST CAPITAL BUDGET .....  | 184 |
| 5.5 CAPITAL EXPENDITURE .....   | 184 |
| 5.6 SOURCES OF FINANCE .....  | 192 |
| 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS .....  | 193 |
| 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS.....  | 194 |
| COMPONENT C: CASHFLOW MANAGEMENT AND INVESTMENT .....   | 200 |
| 5.9 CASH FLOW.....  | 200 |
| 5.10 BORROWING AND INVESTMENTS .....  | 203 |
| COMPONENT D: OTHER FINANCIAL MATTERS.....   | 205 |
| 5.11 PUBLIC PRIVATE PARTNERSHIPS .....  | 205 |
| 5.12 SUPPLY CHAIN MANAGEMENT .....  | 205 |
| 5.13 GRAP COMPLIANCE.....   | 206 |
| CHAPTER 6 . AUDITOR GENERAL AUDIT FINDINGS.....   | 207 |
| COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS PREVIOUS<br>FINANCIAL YEAR 2014/2015 ..... | 207 |
| 6.1 AUDITOR GENERAL REPORTS: 2014/2015 .....  | 207 |
| COMPONENT B: AUDITOR-GENERAL OPINION YEAR FINANCIAL YEAR ENDING JUNE 2016                               | 213 |
| 6.2 AUDITOR GENERAL REPORT 2015/2016.....   | 213 |



|  |     |
|--|-----|
| APPENDIX A . COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE ....   | 221 |
| APPENDIX B . COMMITTEES AND COMMITTEE PURPOSES .....   | 235 |
| APPENDIX C . THIRD TIER ADMINISTRATIVE STRUCTURE .....   | 238 |
| APPENDIX D . FUNCTIONS OF MUNICIPALITY / ENTITY ( N/A).....  | 243 |
| APPENDIX E . WARD REPORTING- WARD COUNCILLORS.....   | 245 |
| APPENDIX F . WARD INFORMATION.....   | 267 |
| APPENDIX G . RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2015/2016 ....   | 268 |
| RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2015/2016 .....   | 268 |
| AUDIT COMMITTEE REPORT ON AUDIT OUTCOME 2015/2016 .....  | 274 |
| APPENDIX H . LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS.....  | 279 |
| APPENDIX I . MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE.....  | 279 |
| APPENDIX J . DISCLOSURES OF FINANCIAL INTERESTS .....  | 280 |
| APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE .....   | 285 |
| APPENDIX K (I): REVENUE COLLECTION PERFORMANCE BY VOTE .....   | 285 |
| APPENDIX K (II): REVENUE COLLECTION PERFORMANCE BY SOURCE .....  | 286 |
| APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG .....   | 287 |
| APPENDIX M: CAPITAL EXPENDITURE . NEW & UPGRADE/RENEWAL PROGRAMMES.....  | 291 |
| APPENDIX M (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME.....  | 292 |
| APPENDIX N . CAPITAL PROGRAMME 2015/2016 .....   | 293 |
| APPENDIX O . CAPITAL PROGRAMME BY PROJECT BY WARD 2013 .....   | 299 |
| APPENDIX P . SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS.....   | 299 |
| APPENDIX Q . SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER<br>SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION..... | 299 |
| APPENDIX R . DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY.....   | 299 |
| APPENDIX S . NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT .....   | 299 |
| APPENDIX U . SECTION 46 ANNUAL PERFORMANCE REPORT 2015/2016 .....  | 300 |
| VOLUME II: ANNUAL FINANCIAL STATEMENTS .....   | 301 |

## VISION, MISSION AND VALUES

The Municipal Vision, Mission and Strategic objectives as indicated below remains unchanged for the year under review as per the last institutional strategic session held.

The Govan Mbeki Municipal Council acknowledges its constitutional responsibility and understands the importance that strong political leadership, sound administration and financial management plays in the effective functioning of a municipality and has therefore reconfirmed its vision, mission and values.

### RECONFIRMATION OF OUR VISION, MISSION AND VALUES

#### VISION

% Model City and Centre of Excellence+

#### MISSION

%Promote creativity, prosperity, learning, growth, vibrancy, cultural diversity and a bright future for all+

#### VALUES

A customer-centric approach shapes the values of the GMM. This defines the character of the city and how leadership and employees behave and make decisions. The GMM will be governed by %dARA#

|                       |   |
|-----------------------|---|
| <b>Teamwork</b>       | : Collectivism, Synergies, Integration, Support;                  |
| <b>Integrity</b>      | : Honesty, Professionalism, Trustworthy, Owing up, Ubuntu;        |
| <b>Accessibility</b>  | : Decentralisation, Closer to customers, Contactable / Reachable; |
| <b>Responsiveness</b> | : Reduced turnaround time, Acknowledgement, Feedback,             |
| <b>Readiness; and</b> |   |
| <b>Accountability</b> | : Taking responsibility, Scrutiny, Compliance, Public confidence  |

## **CHAPTER 1 - MAYOR'S FOREWORD AND EXECUTIVE SUMMARY**

### **COMPONENT A: MAYOR'S FOREWORD 2015/2016**

The current term of this political office is approaching its end. As the political leadership, we adopted an Open-Door Policy in 2011 when we assumed office that is aimed at enhancing stakeholder engagement and open dialogue. This report comes after the Govan Mbeki Municipality has received an Unqualified Audit Opinion which represents positive news.

It should be indicated that this Unqualified Audit Report has been achieved despite challenging circumstances that the municipality has been and still grappling with. We are working around the clock to address the Action Plan regarding the issues raised by the Auditor General. Notwithstanding a barrage of challenges facing this municipality, we have been consistent in ensuring that the basic services to our people are continuous provided for in a professional, effective and efficient manner.

Council Committees have been established both Sections 79 and 80 that are aimed at intensifying service delivery. We have, notwithstanding the stubborn challenges managed to ensure that quality services are rendered to the community on a consistent basis.

The municipality is on the verge of becoming a Model City and Centre of Excellence which is envisioning joining the league of high-performing municipalities in the province in particular and the country in toto.

The financial situation is not looking good, we have since established a number of committees which are aimed at intensifying service delivery in the municipality. The Revenue Enhancement Recovery Committees are working around the clock to change this unfortunate financial situation. We have amended some of our budget related policies so as to ensure they yield positive results in as far as the revenue collection is concerned.

The introduction of a radical approach in cut-offs has registered and yielded positive outcomes though we are of the view that more still needs to be done. We are resolute that through these measures and consumer education mechanisms, we will root out the culture of non-payment from our communities which is highly embedded.

We have since made a clarion call to the people to come on board and pay for the services that the municipality is providing to them. Through our efforts and collective leadership, we firmly believe that we will turn the situation around. We are calling on all and sundry to join us in making this municipality a better place to live in.

We intend to ensure that the ESKOM Account is dealt with in a prudent manner for it continues to be an albatross around the neck of the municipality thus disenabling the institution from performing its duties in accordance with legislative expectations.

It is therefore against this background that we commit ourselves to turning the situation around and transform the municipality into a well-oiled machine of service delivery. A revised Repayment Plan was presented to Eskom and we believe that it is practical, viable and implementable.

**EXECUTIVE MAYOR  
HER EXCELLENCY LL MASINA.**

## COMPONENT B: EXECUTIVE SUMMARY

### 1.1 MUNICIPAL MANAGER'S OVERVIEW

Every municipality and municipal entity must for each financial year prepare an annual report in accordance with Chapter 12 of the Municipal Finance Management Act No 56 of 2003. The Council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with Section 129. (Republic of South Africa: 121).

Annual Report is prepared in terms of legislation as outlined above to achieve the following imperatives:

- Providing a record of activities of the municipality during the financial year to which the report relates
- Provide a report on performance against the budget of the municipality for that financial year and
- To promote accountability to the local community for the decisions made throughout the year by the municipality.

This marks the fifth annual report since the local government elections of 2011 and it is the last report of the Council of 2011 and it transcends through the 2016 local government elections and thus makes it imperative that we critically reflect on the municipal performance with a view of establishing a learning base into the new political dispensation.

The Govan Mbeki Municipality's IDP is credible and strategically aligned with the National Development Plan Vision 2030 (NDP), National Outcome based Approach to Development, Mpumalanga Development Growth Strategy, the Gert Sibande District Municipality and most importantly the priorities identified by the community and other stakeholders during the process of public participation.

In adherence to the relevant prescripts, Council adopted the reviewed IDP on the 26<sup>th</sup> of May 2016 through Council Resolution A39/05/2016 together with the amended SDBIP through Resolution A40/05/2016.

The municipality managed to retain the unqualified audit opinion for the past two years, with reduced material findings in the 2014/15 financial year, compared to the financial year before and this augurs well for the municipality.

The three year comparative analysis of the municipal performance reflects a drop by 4% in comparison with the performance of the 2014/15 financial year. This is because of budgetary limitation towards the achievement of Key Performance Area 2: Physical Infrastructure and Energy in relation to the IDP and thus the poor performance.

Govan Mbeki Municipality is very strong on governance and this was substantiated by the independent research conducted by African Governance South Africa for the City Press article that was published on the 28<sup>th</sup> of February 2016, this article rated Govan Mbeki Municipality number 1 in the province of Mpumalanga and number 34 in South Africa and this was not limited to governance only but included service delivery and financial management.

This feedback gives a holistic picture of our weaknesses and strengths in as far as provision of basic service delivery is concerned and it also highlights areas where support is required.

The municipality had a deficit of R82 million as at 30 June 2016 according to the statement of financial performance which is a decrease in comparison to the R138 million in 2015.

According to the statement of financial position, the municipality had an accumulated surplus of R2, 8 billion.

The negative financial performance is strongly linked to the stagnant Eskom debt, water and electricity distribution losses coupled with the fluctuating debt book that is above R800 million.

In addressing the above glaring challenges, the municipality embarked on the following intervention:

- Developed and approved Revenue Enhancement Plan
- Application of financial austerity measures
- Signing an Acknowledgement of Debt and Repayment Plan Agreement with Eskom in June 2016.
- Installation of electricity smart metering system and replacement of faulty meters
- Introduced the multimedia messaging system and email billing
- Procurement of the services of Landis & Gyr Electricity vending system

The above interventions are mostly at implementation phase and slowly making an impact, however the fruits will only be realized in the medium to long term. We remain resolute as the administration that because we know our weaknesses and threats and we therefore better placed to provide solutions which will improve our situation.

Lastly, it is prudent that I express my sincere gratitude to the previous Council for all the support and criticism that has continued to shape the face of administration and challenged us to want to do more within the limited resources.

Thank you

---

**MF MAHLANGU**  
**MUNICIPAL MANAGER**

## 1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### GOVAN MBEKI PROFILE

The following provides a broad geographical, economical and statistical profile of Govan Mbeki Municipality :

Govan Mbeki Local Municipality is situated in the south-eastern part of Mpumalanga Province, abutting Gauteng Province in the south-west; approximately 150km east of Johannesburg and 300km south-west of Nelspruit (capital city of Mpumalanga).

It is one of the 7 local municipalities under the jurisdiction of Gert Sibande District (the other districts being Ehlanzeni and Nkangala) and one of the 18 local municipalities within Mpumalanga.

The Govan Mbeki area is mainly agricultural / rural with 3 urban conglomerates, namely;

- Leandra (Leslie, Lebohang and Eendracht) in the western edge
- The Greater Secunda (Trichardt, Evander, Kinross and Secunda / Embalenhle) conurbation in the central part and
- Bethal / Emzinoni in the east



The municipality comprises of 8 towns and structured into 32 electoral wards which cover an area of 2 958m<sup>2</sup>. The breakdown of wards details are as follows:

| WARD INFORMATION                      |                             |
|---------------------------------------|-----------------------------|
| WARD NAME/ AREA                       | WARD NAME/ AREA             |
| 1<br>Leandra and part of Kinross town | 17<br>Evander               |
| 2<br>Lebohang                         | 18<br>Evander               |
| 3<br>Lebohang                         | 19<br>Embalenhle            |
| 4<br>Embalenhle                       | 20<br>Secunda               |
| 5<br>Secunda town                     | 21<br>Secunda               |
| 6<br>Lebohang                         | 22<br>Bethal                |
| 7<br>Embalenhle                       | 23<br>Bethal                |
| 8<br>Embalenhle                       | 24<br>Bethal                |
| 9<br>Embalenhle                       | 25<br>Secunda and Trichardt |
| 10<br>Embalenhle                      | 26<br>Bethal                |
| 11<br>Embalenhle                      | 27<br>Bethal                |
| 12<br>Embalenhle                      | 28<br>Bethal                |
| 13<br>Embalenhle                      | 29<br>Embalenhle            |
| 14<br>Embalenhle                      | 30<br>Secunda               |
| 15<br>Bethal                          | 31<br>Embalenhle            |
| 16                                    | 32<br>Embalenhle            |
|                                       |                             |

Govan Mbeki has the largest underground coal mining complex in the world which makes it an important strategic area within the national context.

The existing population within the developed areas of Govan Mbeki (urban and rural) totals 294 538 representing 83 874 households, at an average of 3.3 people per household. The distribution of the population within the country, province, district and municipality is indicated in the table below.

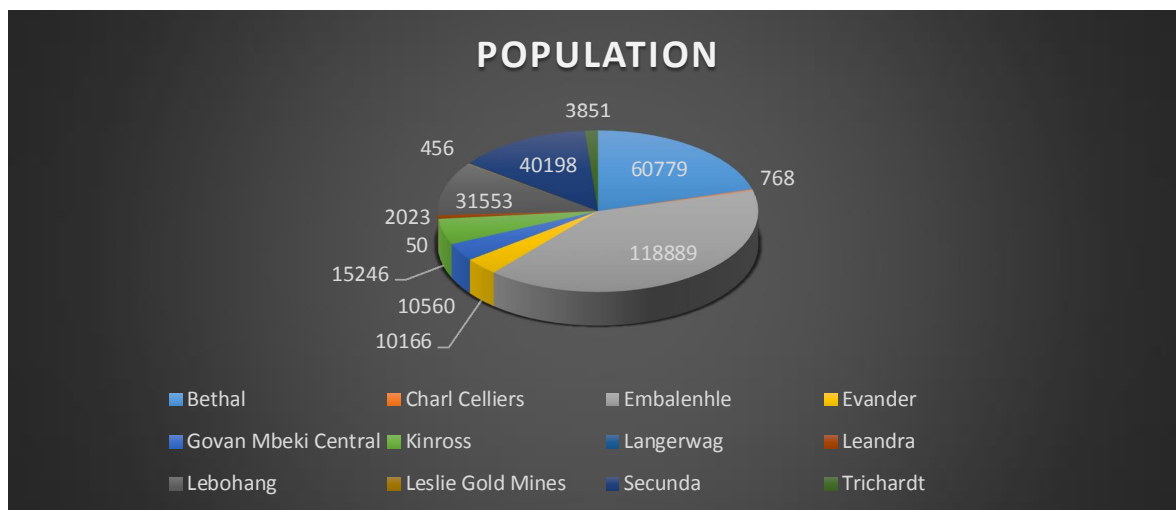
The statistical data below offers insight into the fact that Govan Mbeki has experienced the highest population growth. This increase, is however not reflected in the average household size, which has remained fairly constant. This could be attributable to the movement of people into the area, but not necessarily families.

| Area         | Households |           | Average Household Size |      | Population |           | Population Growth (% P.A.) |      |
|--------------|------------|-----------|------------------------|------|------------|-----------|----------------------------|------|
|              | 2001       | 2011      | 2001                   | 2011 | 2001       | 2011      | 2001                       | 2011 |
| South Africa | 11205706   | 14450161  | 3.9                    | 3.6  | 44819777   | 51770560  | 1.99                       | 1.44 |
| Mpumalanga   | 785 424    | 1 075 488 | 4.1                    | 3.8  | 3 365 554  | 4 039 939 | 1,49                       | 1,83 |
| Gert Sibande | 211 618    | 273 490   | 4                      | 3.7  | 900007     | 1 043 194 | 2.42                       | 1.48 |
| Govan Mbeki  | 61714      | 83874     | 3.2                    | 3.3  | 221 747    | 294 538   | 1.12                       | 2.84 |

The diagram and map below offers an indication into the population distribution per sub-place, and the density thereof. This information is extremely useful in understanding migration patterns, which will be focused on in the next chapter.

The most dense areas, are Secunda, eMbalenhle and Evander, which populations numbers over 10 000. It is evident that these areas are within the closest proximity to the major industry, which is that of the mining activities of Sasol. The areas have key road and rail infrastructure, which promotes migration to these areas





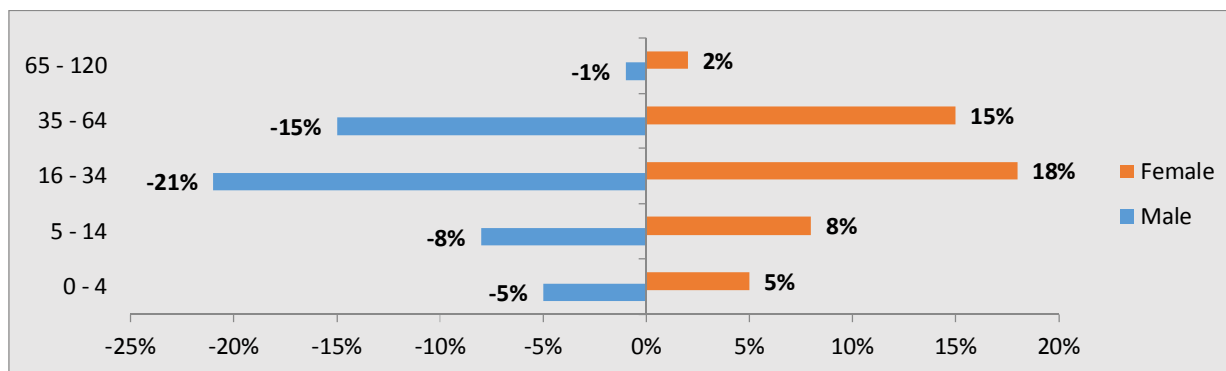
| POPULATION DISTRIBUTION | GOVAN MBEKI LM |        |
|-------------------------|----------------|--------|
| Year                    | 2001           | 2011   |
| Total Population        | 221748         | 294513 |
| Male                    | 51%            | 52%    |
| Female                  | 49%            | 48%    |

(Source: Stats SA: Census 2011)

The above trend has a negative implication on the human settlement and bulk supply of services rendered by the municipality as there was an increase in population numbers due population growth and inward migration due job opportunities offered by mining and petrochemical industry in the area

The figure below shows the gender distribution for the GMM, based on the differentiation between male and female according to age groups and it is evident that the split between males and females across all level of age groups is fairly equal, with a slight one or two percent difference. It is further evident that the largest proportion of the population does fall within the economically active age groups.

The figure below shows the gender distribution for the GMM, based on the differentiation between male and female according to age groups.

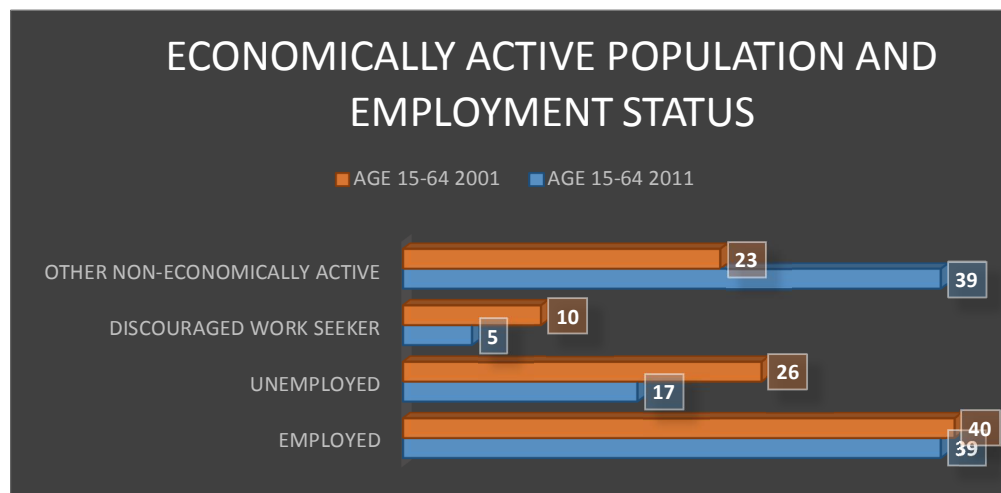
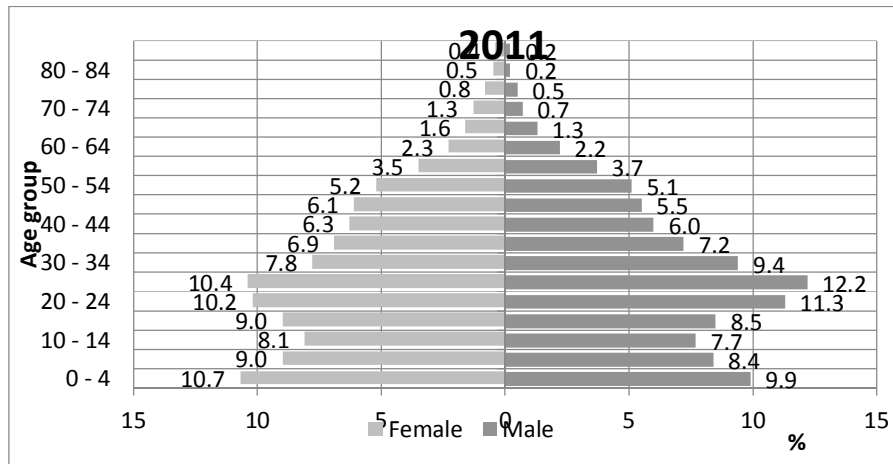


(Source: Stats SA: Census 2011)

The gender distribution for GMM is predominantly evenly spread out with males (52%) dominating females (48%). From the figure above it is evident that the split between males and females across all level of age groups is fairly equal, with a slight one or two percent difference.

It is further evident that the largest proportion of the population does fall within the economically active age groups.

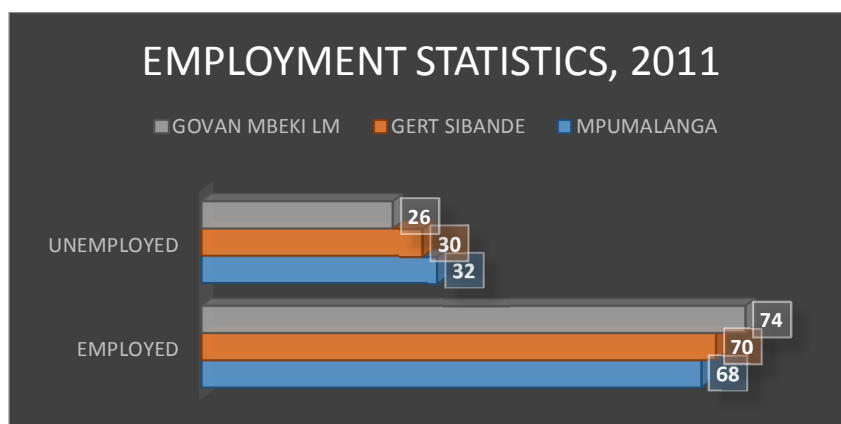
| GOVAN MBEKI LOCAL MUNICIPALITY: COMPARISON OF AGE AND GENDER |                |                |               |               |              |               |              |               |
|--|----------------|----------------|---------------|---------------|--------------|---------------|--------------|---------------|
|  | Census 2001    |                | Census 2011   |               | Census 2001  |               | Census 2011  |               |
|  | Male           | Female         | Male          | Female        | Male         | Female        | Male         | Female        |
| 0 - 4  | 10 705         | 10 965         | 15 129        | 15 174        | 9.5          | -10.0         | 9.9          | -10.7         |
| 5 - 9  | 10 575         | 10 897         | 12 840        | 12 759        | 9.4          | -10.0         | 8.4          | -9.0          |
| 10 - 14  | 10 550         | 10 599         | 11 778        | 11 517        | 9.4          | -9.7          | 7.7          | -8.1          |
| 15 - 19  | 10 369         | 11 062         | 12 897        | 12 843        | 9.2          | -10.1         | 8.5          | -9.0          |
| 20 - 24  | 10 674         | 10 483         | 17 262        | 14 448        | 9.5          | -9.6          | 11.3         | -10.2         |
| 25 - 29  | 11 068         | 10 848         | 18 507        | 14 829        | 9.9          | -9.9          | 12.2         | -10.4         |
| 30 - 34  | 10 201         | 9 812          | 14 304        | 11 133        | 9.1          | -9.0          | 9.4          | -7.8          |
| 35 - 39  | 10 593         | 9 475          | 11 028        | 9 795         | 9.4          | -8.7          | 7.2          | -6.9          |
| 40 - 44  | 9 600          | 7 740          | 9 201         | 8 907         | 8.5          | -7.1          | 6.0          | -6.3          |
| 45 - 49  | 6 758          | 5 330          | 8 331         | 8 688         | 6.0          | -4.9          | 5.5          | -6.1          |
| 50 - 54  | 4 261          | 3 640          | 7 743         | 7 338         | 3.8          | -3.3          | 5.1          | -5.2          |
| 55 - 59  | 2 709          | 2 571          | 5 604         | 5 022         | 2.4          | -2.3          | 3.7          | -3.5          |
| 60 - 64  | 1 657          | 2 105          | 3 273         | 3 306         | 1.5          | -1.9          | 2.2          | -2.3          |
| 65 - 69  | 1 026          | 1 524          | 1 962         | 2 319         | 0.9          | -1.4          | 1.3          | -1.6          |
| 70 - 74  | 735            | 1 088          | 1 020         | 1 836         | 0.7          | -1.0          | 0.7          | -1.3          |
| 75 - 79  | 413            | 543            | 702           | 1 122         | 0.4          | -0.5          | 0.5          | -0.8          |
| 80 - 84  | 274            | 476            | 327           | 717           | 0.2          | -0.4          | 0.2          | -0.5          |
| 85+  | 153            | 271            | 291           | 558           | 0.1          | -0.2          | 0.2          | -0.4          |
| <b>Total</b>   | <b>112 319</b> | <b>109 429</b> | <b>39 522</b> | <b>43 716</b> | <b>100.0</b> | <b>-100.0</b> | <b>100.0</b> | <b>-100.0</b> |



The economically non-active population group increased by 16%, which is likely to affect the indigent percentage numbers within the municipality. This statistic may influence the migration patterns within the Municipality.

These people may find jobs within the future development of the local municipality, alternatively may choose to migrate to Gauteng, where the highest form of migration takes place from Mpumalanga.

The economic active age groups (15-64 years) increased. The size of this group (69.4%) within Govan Mbeki provides pressure on the local economy to provide jobs. The same trend is experienced overall. (Age distribution graph above)



The Govan Mbeki Local Municipality's employment statistics, are higher than that of the District Municipal area, and that of the Province. The earnings information in the next graph, offer a more detailed picture of the employment figures. Govan Mbeki earning capacity is at least 7% higher than the district and 8% higher than the Province.

This information may affect the migration patterns from other districts within the Gert Sibande District, into Govan Mbeki.

If there is no integrated migration policy, integrated development planning and spatial development, within the overall district to ensure overall coordinated development, Govan Mbeki may face a risk of increased migration from the other local municipalities.

### 1.3 SERVICE DELIVERY OVERVIEW

The below municipal fact sheet provide for an overview of the total households and services rendered by the municipality

| MUNICIPAL FACT SHEET             |       |             |             |
|----------------------------------|-------|-------------|-------------|
| DESCRIPTION                      | UNIT  | 2001        | 2011        |
| Geographical size                | sq km | 2958        | 2958        |
| Total population                 | #     | 221747      | 294538      |
| Working age (15 - 54)            | %     | 69,4%       | 59.50%      |
| Elderly (55 and above)           | %     | 2,9%        | 3.70%       |
| Dependency ratio                 | %     | 46,9%       | 44%         |
| Sex ratio                        | %     | 102,6%      | 105.90%     |
| Annual growth rate (2001 - 2011) | %     | 1,12%       | 2.84%       |
| Population density               |       | 74.96517918 | 99.57336038 |
| Unemployment rate                | %     | 39,8%       | 25.20%      |
| Youth unemployment rate          | %     | 51,5%       | 34.40%      |
| MUNICIPAL FACT SHEET             |       |             |             |
| DESCRIPTION                      | UNIT  | 2001        | 2011        |

|                                  |   |        |        |
|----------------------------------|---|--------|--------|
| o schooling aged 20+             | % | 16,7%  | 7.90%  |
| Higher education aged 20+        | % | 7,6%   | 12.50% |
| Matric aged 20+                  | % | 21,5%  | 31.30% |
| Number of households             | % | 61,714 | 83 874 |
| Average household size           | % | 3,2    | 3.30%  |
| Female headed households         | % | 29,5%  | 30.80% |
| Formal dwellings                 | % | 59%    | 71.00% |
| Housing owned/paying off         | % | 51,3%  | 52.00% |
| Flush toilets connected to sewer | % | 69,7%  | 88.90% |
| Weekly refuse removal            | % | 82,9%  | 91.70% |
| Piped water inside dwelling      | % | 33,3%  | 55.50% |
| Electricity for lighting         | % | 71,3%  | 90.30% |

(Source: Stats SA: Census 2011)

#### COMMENT ON ACCESS TO BASIC SERVICES:

The principle of service delivery to the communities of Govan Mbeki municipality is clearly spelt out in the Vision, Mission and Value Statement of the Municipality as Council as well as Management strive to adhere to these principles.

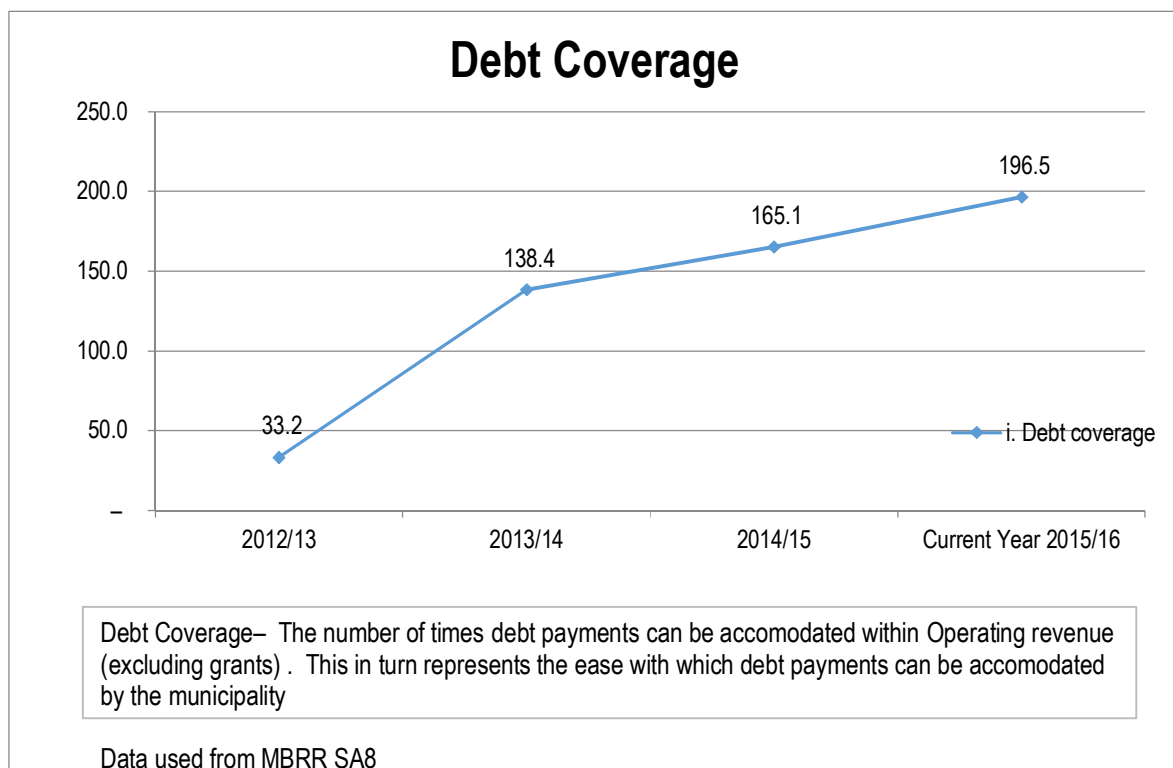
#### 1.4 FINANCIAL HEALTH OVERVIEW

The Municipality has made a concerted effort to ensure that the limited resources of the organisation are utilised in a sustainable and responsible manner. Consumer debt remains a challenge and a number of initiatives were implemented. The financial overview of the organisation can be summarised as follows:

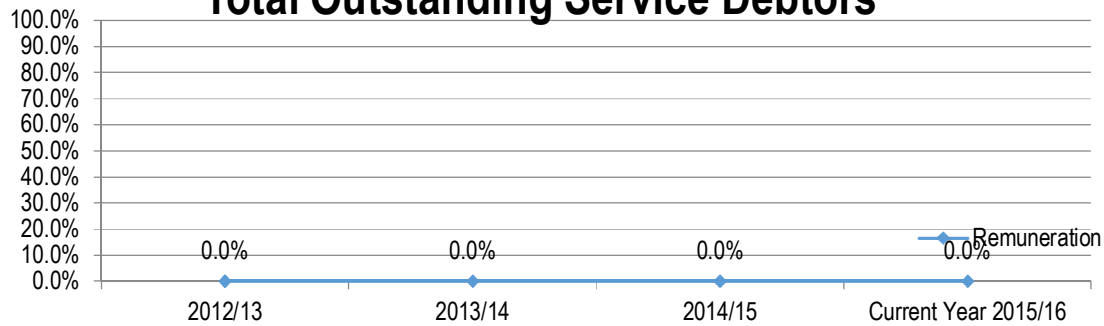
| Financial Overview: Year 2015/2016 |                 |                   |           |
|------------------------------------|-----------------|-------------------|-----------|
|                                    |                 |                   | R' 000    |
| Details                            | Original budget | Adjustment Budget | Actual    |
| Income:                            |                 |                   |           |
| Grants                             | 345 600         | 348 600           | 326 634   |
| Taxes, Levies and tariffs          | 1 376 970       | 1 594 479         | 1 141 676 |
| Other                              | 21 379          | 21 654            | 149 162   |
| Sub Total                          | 1 743 950       | 1 964 734         | 1 617 472 |
| Less: Expenditure                  | 1 601 509       | 1 832 861         | 1 799 884 |
| Net Total*                         | 142 440         | 131 872           | (182 412) |
| * Note: surplus/(defecit)          |                 |                   |           |

#### 1.4.1 OPERATING RATIOS:

| CATEGORY                     | Financial ratios<br>2013/2014 | Financial ratios<br>2014/2015 | Financial ratios<br>2015/2016 |
|------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Debt coverage                | 1.2                           | 1.2                           | 196.52%                       |
| O/Service debtors            | 60.2%                         | 86%                           | 18.5%                         |
| Cost coverage                | 0.2                           | (0.0)                         | 0.81%                         |
| Current Debtors payment rate | 102.8%                        | 120.6%                        | 103.02%                       |
|                              |                               |                               |                               |

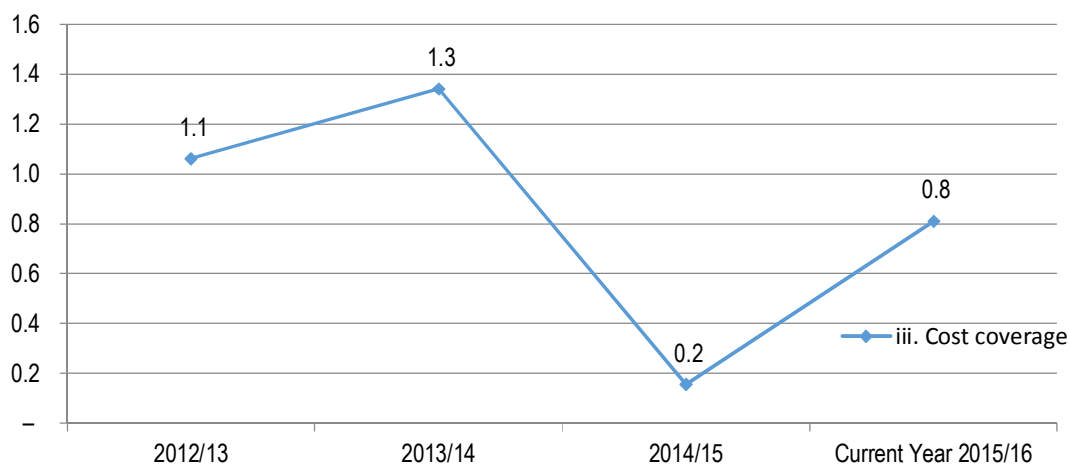


## Total Outstanding Service Debtors



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual

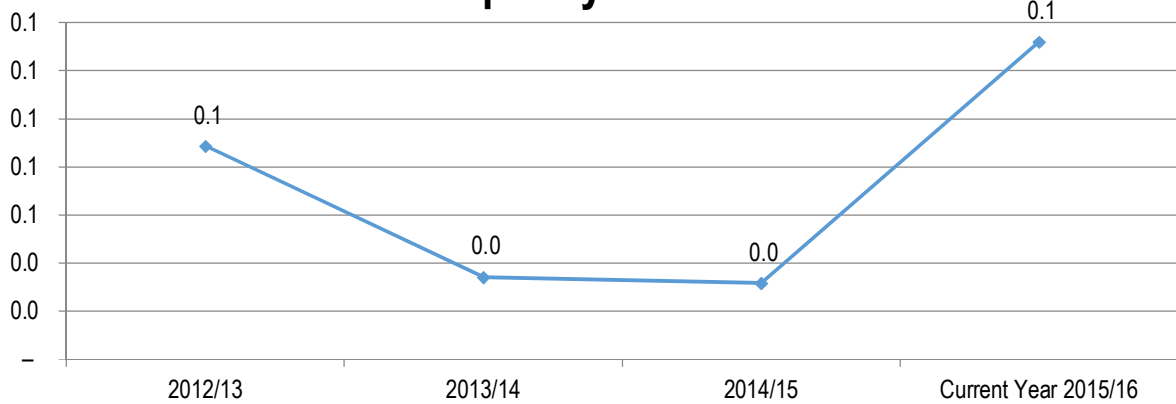
## Cost Coverage



Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

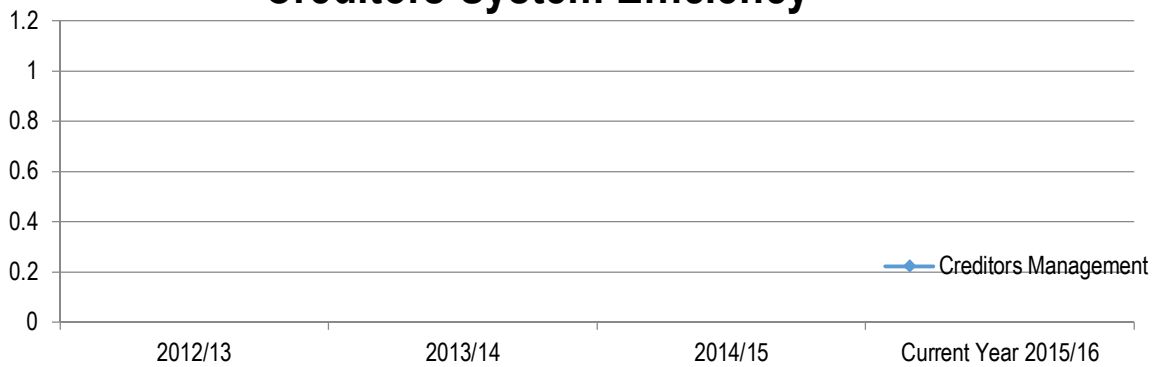
## Liquidity Ratio



Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year ) by the municipality's current liabilities. A higher ratio is better.

Data used from MBRR SA8

## Creditors System Efficiency



Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

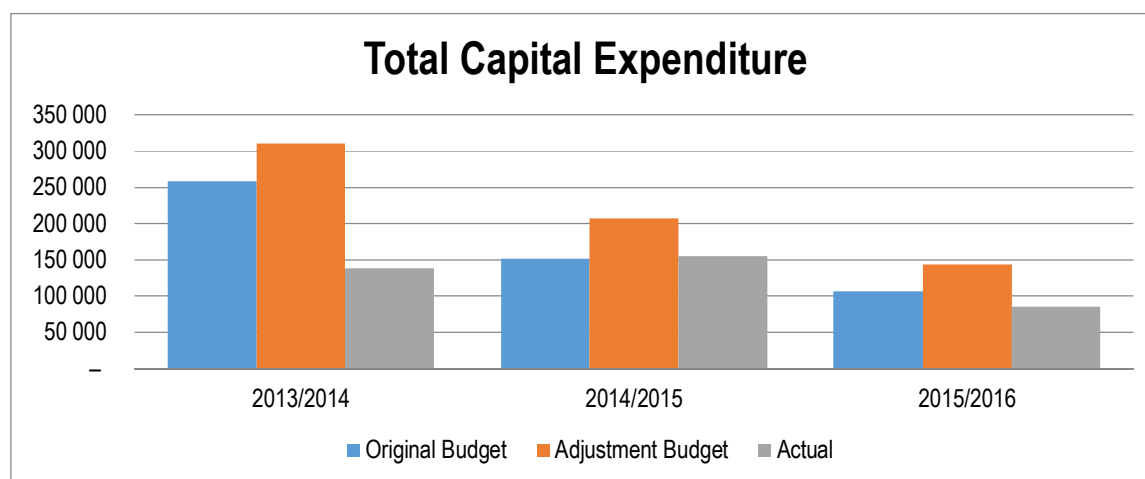
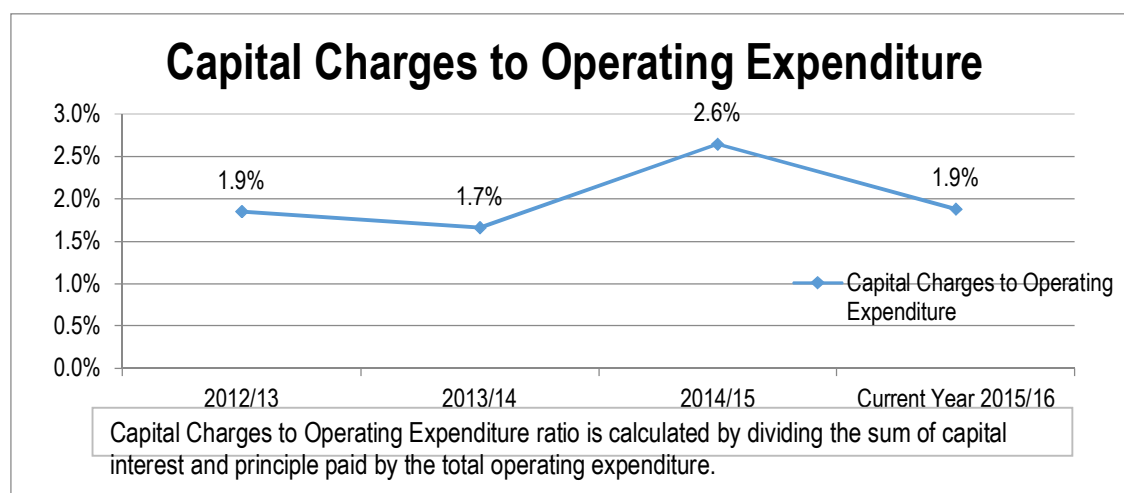
Data used from MBRR SA8

| Operating Ratios 2015/2016   |     |
|------------------------------|-----|
| Detail                       | %   |
| Employee Cost                | 24% |
| Repairs & Maintenance        | 4%  |
| Finance Charges & Impairment | 10% |



#### 1.4.2 CAPITAL EXPENDITURE:

| Total Capital Expenditure:<br>Year -2014 to Year 2016 |           |           |           |
|---|-----------|-----------|-----------|
|   |           |           | R'000     |
| Detail  | 2013/2014 | 2014/2015 | 2015/2016 |
| Original Budget                                       | 257 888   | 151 933   | 106 439   |
| Adjustment Budget                                     | 310 089   | 207 354   | 143 719   |
| Actual  | 138 470   | 155 289   | 85 608    |



## **1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW**

To give effect to the objectives as set out in Sections 152 and 153 of the Constitution and to ensure that the Municipality continues to remain functional. The delivery of services are deeply rooted as stated in our vision, as well as its Eight ( 8) Key Performance Areas (KPA's), Strategic Objectives and Pre-Determined Objectives ( PDO's) as outlined in its five-year IDP.

The municipality take take pride that in 2012 we managed to reposition the municipality as a model city and centre of excellence. The review of the organisational structure was finalized in 2014.

The municipality has also created a culture of organisational performance monitoring and evaluation through the establishment and implementation of a Performance Management System.

## **1.6 AUDITOR GENERAL REPORT 2015/2016**

The Auditor General of South Africa issued an unqualified audit opinion for the municipality, for the financial year 2015/2016

**Detailed audit report to add as part of Chapter 6 of this report**

## 1.7 STATUTORY ANNUAL REPORT PROCESS

The Municipality has prepared the Annual Report as prescribed by the National Treasury for annual reporting as per required new format. The format has been adapted, where necessary, in line with the Municipality's organisational structure.

The municipality strives to adhere to the statutory reporting requirements as indicated as per the below table.

| No | Activity   | Timeframe           |
|----|--|---------------------|
| 1  | Consideration of next financial year's Budget and IDP process plan. The process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period | July                |
| 2  | Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).  |                     |
| 3  | Finalise the 4th quarter Report for previous financial year  |                     |
| 4  | Submit draft Annual Report to Internal Audit and Auditor-General   |                     |
| 5  | Municipal entities submit draft annual reports to MM   |                     |
| 6  | Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)  | August              |
| 8  | Mayor tables the unaudited Annual Report   |                     |
| 9  | Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General  |                     |
| 10 | Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase  |                     |
| 11 | Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data   | September - October |
| 12 | Municipalities receive and start to address the Auditor General's comments   | November            |
| 13 | Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report  |                     |
| 14 | Audited Annual Report is made public and representation is invited   |                     |
| 15 | Oversight Committee assesses Annual Report   |                     |
| 16 | Council adopts Oversight report  | December            |
| 17 | Oversight report is made public  |                     |
| 18 | Oversight report is submitted to relevant provincial councils  | January             |
| 19 | Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input  |                     |

## **CHAPTER 2 – GOVERNANCE**

### **COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE**

#### **INTRODUCTION TO GOVERNANCE**

All spheres of government must observe and adhere to the principles of the Constitution and must conduct their activities within the parameters that the Constitution provides. Govan Mbeki Municipality is governed in a way that promotes good governance and therefore strives to achieve excellence by balancing the needs of all residents and the constitutional and legal framework applicable to local government with the available resources in such a way that service delivery takes place in an efficient, economic and effective manner.

The Core business of the Municipality is to render Services efficiently and effectively to its community. Govan Mbeki Municipality is a category B municipality with a Mayoral Executive System and is established in terms of the Local Government Municipal Structures Act No: 117 of 1998. The Municipality consist of 32 wards as promulgated by the Mpumalanga Demarcation Board.

#### **INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE**

Section 151 (3) of the Constitution states that the Council of a Municipality has the right to govern, on its own initiative, the local government affairs of the local community. The municipality is governed by two distinct but complementary structure namely the Executive Council headed by the Executive Mayor and Administration lead by the Municipal Manager.

A clear distinction is made between the politically elected structure, namely Council, which is responsible for the oversight and legislative function of the Municipality, and the Administration.

The Council is chaired by the Speaker and is mandated in terms of Section 32 of the Municipal Structures Act. The executive is headed by the Executive Mayor, who is elected in terms of Section 55 of the Municipal Structures Act and this position is on full time basis with a Mayoral Committee of five (5) members who are full- time office bearers, The Chief Whip of Council and Chairperson of Municipal Public Accounts Committee (MPAC), who fulfil an oversight roll and been involved in the day-to-day running of Council from a political perspective.

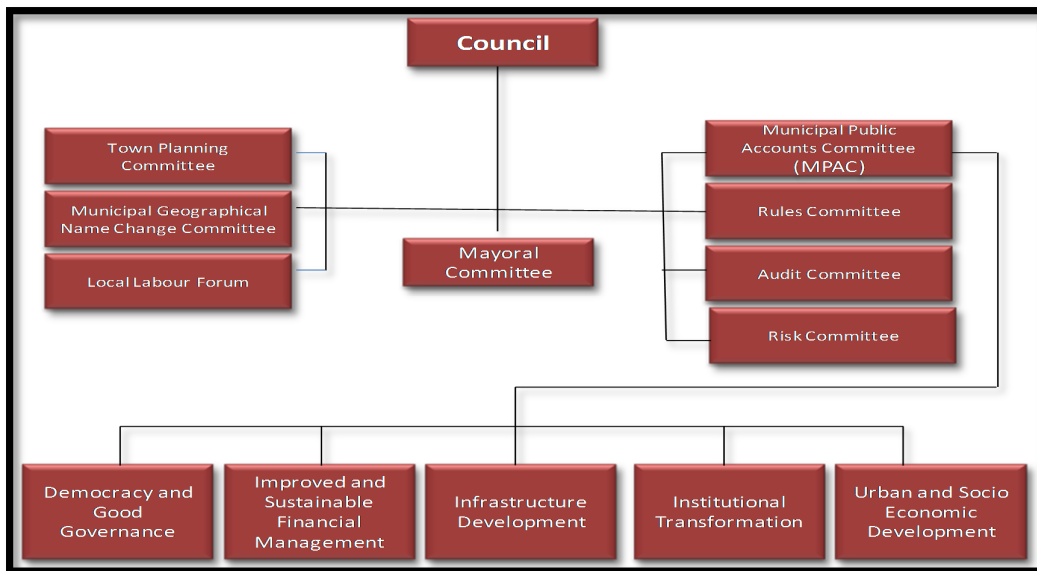
The Administration is headed by the Municipal Manager, who is also the organisation's Accounting Officer. Powers have been delegated to the different functions within the organisation to ensure that roles, responsibilities and decision-making powers are clear and unambiguous. The Municipal Manager has 8 Section 56 managers who reports directly to him of which three are Regional Managers. In compliance with legislation, the roles and areas of responsibility of each political structure and each political office-bearer of the Municipality and of the Municipal Manager are defined and adhered to accordingly.

## 2.1 POLITICAL GOVERNANCE

The Council of the GMM Municipality comprises of 63 elected Councillors, chaired by the Speaker.

The Mayoral Executive Committee is established in terms of Section 43 of the Structures act, they act as political heads of departments with delegated functions and powers and they are chairpersons of Section 80 committees known as Portfolio Committees. The MMCs report to the Executive Mayor

The following is a graphic illustration of Council's present executive structure:



The roles of the Council, Executive Mayoral Committee and the Executive Mayor are summarised as follows:

### Council

The Council's primary role is to govern the municipality in a democratic and accountable manner, to perform legislative and executive functions and generally to fulfil its roles and responsibilities as set out in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).

It focuses on legislative, decision-making, oversight and participatory roles, and has delegated executive functions to the Executive Mayor.

## **Executive Mayor**

The Executive Mayor assisted by the Executive Mayoral Committee, heads the political executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. This means that she has an overarching strategic and political responsibility.

The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, as well as the powers assigned by legislation. Although she is accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in conjunction with the Executive Mayoral Committee.

## **Mayoral/Portfolio Committees**

Five (5) Section 80 committees are established, i.e. Corporate Services, Planning and Development, Technical Services, Financial Services and Community Services, to advise the Executive Mayor on policy matters and any other matter to be considered by the Executive Mayor.

Portfolio Committees are assigned to focus on specific functional areas of the Municipality and can only make decisions on specific functional issues if delegations have been granted to them.

The members are appointed by Council. The chairpersons appointed by the Executive Mayor are full-time Councillors and form part of the Executive Mayoral Committee. Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee.

Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an extension of the office of Executive Mayor. The committee has no powers on its own. Decision making remains that of the Executive Mayor.

## **MPAC**




Section 79 committees are permanent committees appointed to advise the municipal Council. Council established the Municipal Public Accounts Committee (MPAC) to perform an oversight function on behalf of Council over the executive functionaries of the Council. The MPAC inter alia serves as an oversight committee to make recommendations to the Council when it adopts the Oversight Report on the Annual Report in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).

## **Audit Committee**

In compliance with Section 166(2) of the MFMA, Council has an Audit Committee which is an independent body advising the municipal Council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to:

- Internal financial control;
- Risk management;
- Performance management; and
- Effective governance.

The political executive structure as at 30 June 2016 is as follows:

| Political Executive Structure   |   |
|---|---|
| Designation   | Functions   |
|  <p><b>Cllr Lindi Masina Executive Mayor</b></p> | <p>The Executive Mayor represents the public and is the chief political principal of the municipality. In terms of legislation the Executive Mayor has the following functions:</p> <ul style="list-style-type: none"> <li>➤ Identify the needs of the municipality;</li> <li>➤ Review and evaluate those needs in order of priority</li> <li>➤ Recommend to the municipal Council strategies, programmes and services to address priority needs through the Integrated Development Plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans;</li> <li>➤ Recommend or determine the best way, including partner-ship and other approaches, to deliver those strategies, programmes and services to the benefit of the community.</li> </ul> |
|  <p><b>Cllr Cyril Gwiji Speaker</b></p>         | <p>The Speaker of the municipal Council:</p> <ul style="list-style-type: none"> <li>➤ Presides at meetings of the Council;</li> <li>➤ Performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);</li> <li>➤ Must ensure that the Council meets at least quarterly;</li> <li>➤ Must maintain order during meetings;</li> <li>➤ Must ensure compliance in Council and Council committees with the Code of Conduct set out in Schedule 1 to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);</li> <li>➤ Must ensure that Council meetings are conducted in accordance with the rules and orders of the Council.</li> </ul>   |
|  <p><b>Cllr Anthony Makhaye Chief Whip</b></p> | <p>The function of the Chief Whip is to create synergy and to maintain discipline among Councillors from various political parties.</p> <p>The role of the Chief Whip of Council covers both the political and administrative domains of Council with the emphasis on the political aspect. Seven political parties are represented in Council and the Chief Whip has to ensure that relationships are constructive and focused on key issues aimed at improving the lives of the residents of Govan Mbeki .</p> <p>The Chief Whip further acts as a link between the Speaker, the Executive and the Administration. The Chief Whip ensures that there is equitable representation on committees of Council.</p>  |

### Executive Mayoral Committee

The Executive Mayor is supported by a Mayoral Committee. Each member of the Mayoral Committee has a portfolio with specific functions. The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee. Any powers and duties delegated to the Executive Mayor by the municipal Council must be exercised and performed by the Executive Mayor together with the other members of the Mayoral Committee.



**Cllr Mandla Khayiyana**  
**MMC for Finance**



**Cllr Thani Ngxonono**  
**MMC for Planning And Development**



**Cllr Sakhile Mahlangu**  
**MMC for Community Services**



**Cllr Freddy Nkambule**  
**MMC for Technical Services.**

### Municipal Public Accounts Committee:

The MPAC inter alia serves as an oversight committee to make recommendations to the Council when it adopts the Oversight Report on the Annual Report in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).



**Cll Ethel Nkosi**  
**MMC for Corporate Services**



**Cllr PD Mtshali**  
**Chairman Municipal Public Accounts Committee**



The composition of councillors within their respective political parties at the end of the 2015/2016 financial year is set out in the following table:

| <b>Composition of Council as at the end of the 2015/2016 financial year</b> |  |                        |               |
|---|--|------------------------|---------------|
| <b>Political Party</b>  | <b>Number of Councillors</b>   | <b>Gender</b>          |               |
|   |  | <b>Male</b>            | <b>Female</b> |
| ANC   | 45   | 24                     | 21            |
| DA  | 16   | 10                     | 6             |
| COPE  | 1  | 1                      | 0             |
| VF Plus   | 1  | 1                      | 0             |
| <b>Total</b>  | <b>63</b>  | <b>36</b>              | <b>27</b>     |
| <b>Composition of Council as at the end of the 2015/2016 financial year</b> |  |                        |               |
| <b>Council Executive</b>  |  |                        |               |
| <b>Designation</b>  | <b>Name</b>  | <b>Political Party</b> |               |
| Executive Mayor   | LL Masina  | ANC                    |               |
| Speaker   | CV Gwiji   | ANC                    |               |
| Chief Whip  | SA Makhaye   | ANC                    |               |
| MMC Councillor  | MZC Khayiyana (MMC Finance)<br>BS Mahlangu (MMC Community Services)<br>FB Nkambule (MMC Technical Services)<br>YT Ngxonono (MMC Planning & Development)<br>NE Nkosi (MMC Corporate Services) | ANC                    |               |
| MPAC Chair  | PD Mtshali   | ANC                    |               |

## Councillors

The following list represent the names of the councillors serving on the Council of the Govan Mbeki Municipality as at the end of the 2015/2016 financial year:

| NAME           | ID NUMBER     | WARD / PR | PARTY  | GENDER |
|----------------|---------------|-----------|--------|--------|
| Badenhorst HJ  | 4312035041081 | PR        | DA     | M      |
| Bosch PR       | 8802115144082 | 30        | DA     | M      |
| Botha C        | 9110220118085 | PR        | DA     | F      |
| Buthelezi TM   | 6809085789087 | PR        | ANC    | M      |
| Denny TM       | 6309135291085 | 5         | DA     | M      |
| De Vries GR    | 6107235028088 | PR        | FFPLUS | M      |
| Fourie ME      | 6903070013080 | PR        | DA     | F      |
| Gwiji CV       | 5408295716088 | PR        | ANC    | M      |
| Khayiyana MZC  | 6810075886081 | PR        | ANC    | M      |
| Labuschagne PJ | 4111265037086 | PR        | DA     | M      |
| Lekoloane ML   | resigned      | PR        | DA     | M      |
| Mabena SS      | 6202135615082 | 20        | ANC    | M      |
| Mahlangu BD    | 5208265552087 | 9         | ANC    | M      |
| Mahlangu BS    | 8506145604086 | PR        | ANC    | M      |
| Mahlangu SS    | 5907055689088 | PR        | DA     | M      |

| NAME          | ID NUMBER     | WARD / PR | PARTY | GENDER |
|---------------|---------------|-----------|-------|--------|
| Majozi NE     | 7106270665084 | PR        | ANC   | F      |
| Makola MB     | 6502235352084 | 17        | ANC   | M      |
| Makhaye SA    | 5711095449058 | 3         | ANC   | M      |
| Masango JM    | 7407085650083 | 1         | ANC   | M      |
| Masango SA    | 7904220781088 | PR        | ANC   | F      |
| Masombuka SM  | 7308155460082 | PR        | DA    | M      |
| Masina HS     | 7009190565089 | PR        | ANC   | F      |
| Masina LL     | 6804050639086 | PR        | ANC   | F      |
| Mathabe NM    | 7411055545083 | 12        | ANC   | M      |
| Mathebula SB  | 8412290821080 | PR        | DA    | F      |
| Mayisa JS     | 7701070277088 | PR        | ANC   | F      |
| Mkhwanazi ZG  | 7003180626084 | PR        | ANC   | F      |
| Mkwebane ZA   | 6902040319080 | PR        | DA    | F      |
| Mngomezulu MP | 7011030445084 | PR        | ANC   | F      |
| Motaung AD    | 6309240405053 | 11        | ANC   | F      |
| Mtshali PD    | 7401245713089 | 27        | ANC   | M      |
| Mtsweni MJ    | 7304285286083 | 15        | ANC   | M      |

| NAME        | ID NUMBER     | WARD / PR | PARTY | GENDER |
|-------------|---------------|-----------|-------|--------|
| Mtsweni LJ  | 7010145335081 | 29        | ANC   | M      |
| Mtsweni TA  | 7611015614081 | 19        | ANC   | M      |
| Mtsweni TP  | 8802115144082 | 24        | ANC   | F      |
| Mvundla WL  | 7206185670086 | 32        | ANC   | F      |
| Mzinyane TE | 8012110587083 | PR        | ANC   | F      |
| Ndaba BB    | 7404020340086 | 22        | ANC   | F      |
| Ndinisa BJ  | 7003095451081 | 23        | ANC   | M      |
| Ndlovu SJ   | 7004161125088 | 10        | ANC   | F      |
| Ngxonono YT | 6107220658089 | PR        | ANC   | F      |
| Nhlapo MD   | 6701045665087 | 16        | ANC   | M      |
| Nkabinde JB | 6408035584084 | PR        | DA    | M      |
| Nkabinde MA | 5810065639087 | 6         | ANC   | M      |
| Nkambule FB | 7203185578088 | PR        | ANC   | M      |
| Nkokoane ME | 6309290831089 | PR        | DA    | F      |
| Nkosi MJ    | 6907095878088 | 31        | ANC   | M      |
| Nkosi NK    | 7810035674089 | 26        | ANC   | M      |
| Nkosi NE    | 6705060382080 | PR        | ANC   | F      |

| NAME             | ID NUMBER     | WARD / PR | PARTY | GENDER |
|------------------|---------------|-----------|-------|--------|
| Ntuli GN         | 7909120515080 | PR        | ANC   | F      |
| Nxumalo NJ       | 6911070614088 | PR        | ANC   | F      |
| Nzama PG         | 6007310567085 | 4         | ANC   | F      |
| Pretorius RJ     | 5408275073088 | PR        | COPE  | M      |
| Sibande ES       | 6912285850087 | 13        | ANC   | M      |
| Tlou DL          | 8407060534087 | 2         | ANC   | F      |
| Tsotetsi TJ      | 7107115374080 | 8         | ANC   | M      |
| Van Baalen JA    | 4607265054088 | 28        | DA    | M      |
| Van Huyssteen NC | 6412085131085 | 18        | DA    | M      |
| Van Rooyen EJ    | 5504200004089 | 21        | DA    | F      |
| Victor NS        | 5103150059084 | 25        | DA    | F      |
| Vilakazi EA      | 6312085687088 | 7         | ANC   | M      |
| Viljoen M        | resigned      | PR        | DA    | F      |
| Zulu NN          | 7304201020087 | PR        | ANC   | F      |
| Zulu TS          | 7412090479080 | 14        | ANC   | F      |
| Zwane PJ         | 8106275314083 | PR        | ANC   | M      |

Govan Mbeki Municipality has 63 Councillors. 32 are Ward Councillors and 31 are Proportional Councillors (PR). **Appendix A** contains a full list of Councillors (including committee allocations and attendance at Council meetings).

The Council is the quintessence of the legislative authority of the municipality and has the final sanction on all matters in which the municipality has municipal executive and legislative authority.

The municipality has established Section 79 and 80 committees (**Appendix B**) who conduct oversight on behalf of the Council and assist Council in carrying out its responsibilities.

Please also refer to **Appendix B** which sets out the committees of Council and the purposes of the different committees.

The fulltime councillors account for executive decisions and operations performed in terms of the general policy framework agreed to by Council and although the Portfolio Committees play an oversight role they have no executive authority or decision making powers.

These committees are responsible for submitting their reports to the Executive Mayor and by implication to the Mayoral Committee.

The roles and responsibilities of the political structures and political office bearers are stipulated in Section 53 of the Local Government: Municipal Systems Act, Act 32 of 2000.

### **Political Decision-Taking**

Section 160(3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) prescribes the manner in which Council takes decisions. A quorum of all Councillors must be present to take any decision and the majority of the votes cast results in a legal decision. The exception to this rule is that when any of the following issues are determined, it is determined by a decision taken with a supporting vote of a majority of all its members:

- (1) The passing of by-laws;
- (2) The approval of budgets;
- (3) The imposition of rates and other taxes, levies and duties; and
- (4) The raising of loans.

Political decisions are made by the Executive Mayor, in terms of powers delegated to her by law, and Council in session at general monthly Council meetings or special Council meetings that are called when decisions are taken that cannot wait for the monthly meetings.

Council resolutions are based on the recommendations of the various Council Committees. The following table reflects the number of Council resolutions over the past three financial years:

| <b>COUNCIL RESOLUTIONS</b> |                  |                  |
|----------------------------|------------------|------------------|
| <b>2013/2014</b>           | <b>2014/2015</b> | <b>2015/2016</b> |
| <b>72</b>                  | <b>127</b>       | <b>114</b>       |

The table below reflects the number of Council, as well as Council committees, meetings held over the past three financial years:

| <b>MEETING</b>                             | <b>2013/2014</b> | <b>2014/2015</b> | <b>2015/2016</b> |
|--|------------------|------------------|------------------|
| Council                                    | 9                | 10               | 8                |
| Extraordinary Council                      | 1                | 1                | 5                |
| Mayoral Committee                          | 8                | 12               | 11               |
| Municipal Public Accounts Committee        | 6                | 3                | -                |
| Rules Committee                            | 4                | 4                | 4                |
| Audit Committee                            | 5                | 4                | 5                |
| Geographical Names Committee               | 4                | 1                | -                |
| Community Services Portfolio Committee     | 6                | 6                | 4                |
| Corporate Services Portfolio Committee     | 8                | 9                | 7                |
| Finance Portfolio Committee                | 6                | 7                | 7                |
| Planning & Development Portfolio Committee | 4                | 6                | -                |
| Technical Services Portfolio Committee     | 6                | 6                | 5                |

The following table reflects the number of recommendations tabled to the Council by its various committees:

| <b>2014/2015 COMMITTEE RECOMMENDATIONS TO COUNCIL</b> |                  |                  |                  |
|---|------------------|------------------|------------------|
| <b>COMMITTEE</b>                                      | <b>2013/2014</b> | <b>2014/2015</b> | <b>2015/2016</b> |
| Mayoral Committee                                     | 68               | 120              | 109              |
| Municipal Public Accounts                             | 3                | 6                | 3                |
| Rules Committee                                       | 0                | 0                | 1                |
| Audit Committee                                       | 5                | 4                | 5                |
| Names Committee                                       | 1                | 1                | 1                |
| Community Services Portfolio Committee                | 2                | 3                | 4                |
| Corporate Services Portfolio Committee                | 25               | 33               | 24               |
| Finance Portfolio Committee                           | 16               | 24               | 32               |
| Planning & Development Portfolio Committee            | 9                | 29               | 5                |
| Technical Services Portfolio Committee                | 8                | 1                | 2                |

| MAYORAL COMMITTEE AND COUNCIL RESOLUTIONS |             |             |
|---|-------------|-------------|
| 2013/2014                                 | 2014/2015   | 2015/2016   |
| A53/08/13                                 | A27/07/2014 | A47/07/2015 |
| A54/08/13                                 | A28/07/2014 | A48/07/2015 |
| A55/08/13                                 | A29/07/2014 | A49/07/2015 |
| A56/08/13                                 | A30/07/2014 | A50/07/2015 |
| A57/08/13                                 | A31/07/2014 | A51/07/2015 |
| A59/08/13                                 | A32/07/2014 | A52/07/2015 |
| A60/08/13                                 | B4/07/2014  | A53/07/2015 |
| A61/08/13                                 | B5/07/2014  | A54/07/2015 |
| A62/08/13                                 | B6/07/2014  | A55/07/2015 |
| A63/08/13                                 | B7/07/2014  | A56/07/2015 |
| A64/08/13                                 | B8/07/2014  | A57/07/2015 |
| A65/08/13                                 | CA4/07/2014 | A58/07/2015 |
| A66/08/13                                 | CA5/07/2014 | A59/07/2015 |
| A67/08/13                                 | A33/07/2014 | A60/07/2015 |
| A68/08/13                                 | A34/07/2014 | A61/07/2015 |
| A69/08/13                                 | A35/08/2014 | A62/07/2015 |
| A70/08/13                                 | A36/08/2014 | A63/07/2015 |
| A71/08/13                                 | A37/08/2014 | A64/07/2015 |
| A72/08/13                                 | A38/08/2014 | A65/08/2015 |
| A73/08/13                                 | A39/08/2014 | A66/08/2015 |
| B10/10/13                                 | A40/08/2014 | A67/08/2015 |
| CA1/10/13                                 | A41/08/2014 | A68/08/2015 |
| CA2/10/13                                 | A42/08/2014 | A69/08/2015 |
| A74/11/13                                 | A43/08/2014 | A70/08/2015 |
| A75/11/13                                 | A44/08/2014 | A71/08/2015 |
| A76/11/13                                 | A45/08/2014 | A72/08/2015 |
| B11/11/2013                               | A46/08/2014 | A73/08/2015 |
| B12/11/2013                               | A47/08/2014 | A74/08/2015 |
| B13/11/2013                               | A48/08/2014 | A75/08/2015 |
| A77/12/13                                 | B9/08/2014  | A76/08/2015 |
| A78/12/13                                 | CA6/08/2014 | A77/08/2015 |
| A79/12/13                                 | A49/08/2014 | A78/08/2015 |



| MAYORAL COMMITTEE AND COUNCIL RESOLUTIONS |             |              |
|---|-------------|--------------|
| 2013/2014                                 | 2014/2015   | 2015/2016    |
| A80/12/13                                 | A50/08/2014 | A79/08/2015  |
| A81/12/13                                 | A51/08/2014 | A80/10/2015  |
| A82/12/13                                 | A52/08/2014 | A81/10/2015  |
| B14/12/13                                 | A53/08/2014 | A82/10/2015  |
| B15/12/13                                 | A54/08/2014 | A83/10/2015  |
| CA1/12/13                                 | A55/08/2014 | A84/10/2015  |
| CA2/12/13                                 | A56/08/2014 | A85/10/2015  |
| A76/12/13                                 | A57/08/2014 | A86/10/2015  |
| A1/01/2014                                | A58/08/2014 | A87/10/2015  |
| A2/01/2014                                | A59/09/2014 | A88/10/2015  |
| A3/01/2014                                | A60/09/2014 | A89/10/2015  |
| A4/01/2014                                | A61/09/2014 | A90/10/2015  |
| A5/01/2014                                | A62/09/2014 | A01/01/2016  |
| A6/01/2014                                | A63/09/2014 | A91/11/2015  |
| A7/02/2014                                | A64/09/2014 | A92/11/2015  |
| A8/02/2014                                | A65/09/2014 | A93/11/2015  |
| A9/02/2014                                | A66/09/2014 | A94/11/2015  |
| A10/02/2014                               | A67/09/2014 | A95/11/2015  |
| A11/02/2014                               | B10/09/2014 | A96/11/2015  |
| A12/02/2014                               | B11/09/2014 | CA02/11/2015 |
| A13/02/2014                               | CA7/09/2014 | CA03/11/2015 |
| A14/02/2014                               | A68/10/2014 | A02/01/2016  |
| B1/02/2014                                | A69/10/2014 | A03/01/2016  |
| B2/02/2014                                | A70/10/2014 | A04/01/2016  |
| CA1/02/2014                               | A71/10/2014 | A05/01/2016  |
| CA2/02/2014                               | A72/10/2014 | A06/01/2016  |
| A15/03/2014                               | A73/10/2014 | A07/01/2016  |
| A16/03/2014                               | A74/10/2014 | A08/01/2016  |
| A17/03/2014                               | A75/10/2014 | A09/01/2016  |
| A18/03/2014                               | A76/10/2014 | A10/02/2016  |
| A19/03/2014                               | A77/10/2014 | A11/02/2016  |
| A20/03/2014                               | A78/10/2014 | A12/02/2016  |

| MAYORAL COMMITTEE AND COUNCIL RESOLUTIONS |              |              |
|---|--------------|--------------|
| 2013/2014                                 | 2014/2015    | 2015/2016    |
| A21/03/2014                               | CA8/10/2014  | A13/02/2016  |
| B3/03/2014                                | CA9/10/2014  | A14/02/2016  |
| CA3/03/2014                               | A79/10/2014  | A15/02/2016  |
| A22/05/2014                               | A80/10/2014  | A16/02/2016  |
| A23/05/2014                               | A81/11/2014  | A17/02/2016  |
| A24/05/2014                               | A82/11/2014  | A18/02/2016  |
| A25/05/2014                               | A83/11/2014  | CA01/03/2016 |
| A26/05/2014                               | A84/11/2014  | A19/03/2016  |
|   | A85/11/2014  | A20/03/2016  |
|   | A86/11/2014  | A21/03/2016  |
|   | A87/11/2014  | A22/03/2016  |
|   | A88/11/2014  | CA02/03/2016 |
|   | A89/11/2014  | A23/05/2016  |
|   | A90/11/2014  | A24/05/2016  |
|   | CA10/11/2014 | A25/05/2016  |
|   | A01/01/2015  | A26/05/2016  |
|   | A02/01/2015  | A27/05/2016  |
|   | A03/01/2015  | A28/05/2016  |
|   | A04/01/2015  | A29/05/2016  |
|   | A05/01/2015  | A30/05/2016  |
|   | A06/01/2015  | A31/05/2016  |
|   | A07/01/2015  | A32/05/2016  |
|   | A08/01/2015  | A33/05/2016  |
|   | A09/01/2015  | A34/05/2016  |
|   | A10/01/2015  | A35/05/2016  |
|   | A11/01/2015  | A36/05/2016  |
|   | A12/01/2015  | A37/05/2016  |
|   | A13/01/2015  | A38/05/2016  |
|   | A14/01/2015  | A39/05/2016  |
|   | A15/01/2015  | A40/05/2016  |
|   | A16/01/2015  | A41/05/2016  |
|   | B01/01/2015  | A42/05/2016  |

| MAYORAL COMMITTEE AND COUNCIL RESOLUTIONS |              |              |
|---|--------------|--------------|
| 2013/2014                                 | 2014/2015    | 2015/2016    |
|   | CA01/01/2015 | A43/05/2016  |
|   | A17/02/2015  | A44/05/2016  |
|   | A18/03/2015  | A45/05/2016  |
|   | A19/03/2015  | A46/05/2016  |
|   | A20/03/2015  | A47/05/2016  |
|   | A21/03/2015  | A48/05/2016  |
|   | A22/03/2015  | B01/05/2016  |
|   | A23/03/2015  | B02/05/2016  |
|   | A24/03/2015  | B03/05/2016  |
|   | A25/03/2015  | B04/05/2016  |
|   | A26/03/2015  | B05/05/2016  |
|   | A27/03/2015  | B06/05/2016  |
|   | A28/04/2015  | B07/05/2016  |
|   | A29/04/2015  | CA02/06/2016 |
|   | A30/04/2015  | A49/06/2016  |
|   | A31/04/2015  | A50/06/2016  |
|   | A32/04/2015  | A51/06/2016  |
|   | A33/04/2015  | A52/06/2016  |
|   | A34/04/2015  |              |
|   | A35/04/2015  |              |
|   | A36/04/2015  |              |
|   | A37/04/2015  |              |
|   | A38/04/2015  |              |
|   | A39/05/2015  |              |
|   | A40/05/2015  |              |
|   | A41/05/2015  |              |
|   | A42/05/2015  |              |
|   | A43/05/2015  |              |
|   | A44/05/2015  |              |
|   | A45/05/2015  |              |
|   | A46/05/2015  |              |

## 2.2 ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the Chief Accounting Officer of the municipality and also the head of the administration. His primary function is to serve as chief custodian of service delivery and the implementation of political priorities.

The macro-structure of the Govan Mbeki Municipality with the incumbent heads of department at the end of the 2015/2016 financial year was as follows:

| TOP ADMINISTRATIVE STRUCTURE AS AT 30 JUNE 2015   |   |   |
|---|---|---|
|  <p><b>MUNICIPAL MANAGER:</b><br/><b>MMELA FREDERICK MAHLANGU</b></p>                      |  <p><b>REGIONAL MANAGER:</b><br/><b>REGION 1</b><br/><b>HEZEKIEL KING SIHLALI</b></p>        |  <p><b>REGIONAL MANAGER:</b><br/><b>REGION 2</b><br/><b>MELATO EZEKIEL</b><br/><b>MICHELE</b></p>                          |
|  <p><b>REGIONAL MANAGER:</b><br/><b>REGION 3</b><br/><b>MANGALISO ROBERT MASHIANE</b></p> |  <p><b>CHIEF FINANCIAL OFFICER:</b><br/><b>MOSWEU MOKGATSI</b></p>                          |  <p><b>DIRECTOR:</b><br/><b>CORPORATE SERVICES</b><br/><b>ZAKEU LUCAS</b><br/><b>MAHLANGU</b></p>                         |
|  <p><b>DIRECTOR:</b><br/><b>TECHNICAL SERVICES</b><br/><b>MATIMBA HUXLEY MASIA</b></p>   |  <p><b>DIRECTOR:</b><br/><b>COMMUNITY SERVICES</b><br/><b>ELIZABETH THOKOZILE ZULU</b></p> |  <p><b>DIRECTOR:</b><br/><b>PLANNING AND</b><br/><b>DEVELOPMENT</b><br/><b>NOMALIZO SIBONGILE</b><br/><b>WETBOOI</b></p> |

## **FUNCTIONS AND RESPONSIBILITIES OF MUNICIPAL MANAGER**

The Municipal Manager has 8 Section 56 managers who report directly to him of which three (3) are Regional Managers

As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:

- The formation and development of an economical, effective, efficient and accountable administration and responsive to the needs of the local community to participate in the affairs of the municipality;
- Responsible for the implementation of the municipality's integrated development plan
- The management of the provision of services to the local community in a sustainable and equitable manner;
- The appointment of staff, management, effective utilisation and training of staff
- Advising the political structures and political office bearers of the municipality;
- Managing communications between the municipality's administration and its political structures and political office bearers;
- Carrying out the decisions of the political structures and political office bearers of the municipality;

The office of the Municipal Manager comprises of the following sections:

- Regional Managers
- Council Support Services -
- Executive Support Services
- Project Management Unit
- Internal Audit Unit

The concept of segmenting the municipality into regions originate from the core function of Local Government of delivering services to its community within the acceptable timeline as per the municipal service charter. Because the municipality and its towns are geographically secluded from one another, council resolved to establish the Regional Managers position for the purpose of ensuring that service delivery issues are attended promptly by the regional based employees from the five departments.

This approach does not only focus on ensuring service delivery at regional offices but also ensured that regional offices are staffed with senior personnel who directly report to the Municipal Manager and authorized to manage the human resources within regions.

The regions are segmented as three regions:

- Region 1: Bethal & Emzinoni
- Region 2: Trichardt, Secunda, Evander, Kinross, Leandra & Eendracht
- Region 3: Embalenhle & Charl Cilliers

## FUNCTIONS AND RESPONSIBILITIES OF DEPARTMENTS

The functions of the departments are as follows:

|  |   |
|--|---|
| <p><b>2.2.1 Department Technical Services are responsible for:</b></p> <p>Energy</p> <ul style="list-style-type: none"> <li>▪ Electricity Installations</li> <li>▪ Electricians</li> <li>▪ Render Electrical Services</li> <li>▪ Air Quality</li> <li>▪ Solar Energy</li> </ul> <p>Roads and Storm Water</p> <ul style="list-style-type: none"> <li>▪ Maintain Municipal Roads</li> <li>▪ Maintain the Storm Water Drainage System</li> <li>▪ Establish and Maintain Sidewalks</li> </ul> <p>Fleet and Facilities Management</p> <ul style="list-style-type: none"> <li>▪ Maintain Municipal Buildings</li> <li>▪ Maintenance of the Machinery and Equipment Services</li> <li>▪ Render Mechanical Services</li> </ul> <p>Water and Sanitation</p> <ul style="list-style-type: none"> <li>▪ Maintain the Reservoir and Pipeline Services</li> <li>▪ Monitor and Maintain the Water Bulk Line</li> <li>▪ Conduct Water Quality Tests</li> <li>▪ House Connection and Disconnection services</li> <li>▪ Metre Reading</li> <li>▪ Construct Minor Reticulation in Settlements</li> <li>▪ Maintain the Sewer System</li> </ul> | <p><b>2.2.2 Department Community services are responsible for:</b></p> <p>Environmental Services</p> <ul style="list-style-type: none"> <li>▪ Provision and Maintenance of Cemetery Services</li> <li>▪ Environment Management</li> <li>▪ Municipal Environmental Health Practices</li> <li>▪ Parks and Open Spaces</li> </ul> <p>Sport, Recreation, Arts, Culture and Heritage</p> <ul style="list-style-type: none"> <li>▪ Facilitate the Implementation of Sports and Recreation Programmes</li> <li>▪ Manage Municipal Libraries</li> <li>▪ Develop and Manage Recreation Community Facilities (Thusong Service Centre)</li> <li>▪ Museums</li> </ul> <p>Emergency and Disaster Management</p> <ul style="list-style-type: none"> <li>▪ Disaster Management Services</li> <li>▪ Provision of Emergency and Fire Services</li> </ul> <p>Safety and Security</p> <ul style="list-style-type: none"> <li>▪ Traffic Law Enforcement Services</li> <li>▪ Drivers and Vehicle Licensing . Road worthy Regulatory Services</li> <li>▪ Security and Loss Control</li> <li>▪ By law Enforcement</li> </ul> <p>Waste</p> <ul style="list-style-type: none"> <li>▪ Cleansing Services</li> <li>▪ Waste Operations</li> </ul> |
|--|---|

|   |   |
|---|---|
| <p><b>2.2.3 Department Corporate Services are responsible for:</b></p> <p>Human Resource Management and Development (HR)</p> <ul style="list-style-type: none"> <li>▪ HR Practices and Administration Services</li> <li>▪ HR Utilisation and Capacity Development</li> <li>▪ HR Organisational Strategy and Planning</li> <li>▪ Employee Health and Wellness</li> <li>▪ Employee relations and People Management</li> </ul> <p>Legal and Contract Management</p> <ul style="list-style-type: none"> <li>▪ Interpret Legislation and Render Legal Advisory services</li> <li>▪ Liaison with State Attorney and State Law Advisors</li> <li>▪ Council Representation on Litigation Matters</li> <li>▪ Review By-Laws and Enforce</li> <li>▪ Management of Liquor and Business Licenses</li> <li>▪ GIS dash boarding</li> </ul> <p>Information Communication Technology</p> <ul style="list-style-type: none"> <li>▪ Municipal ICT Operations Management</li> <li>▪ Implementation of Disaster ICT Management System</li> <li>▪ Information Technology Support Services</li> <li>▪ Network Support Services</li> </ul> <p>Administration and Secretariat Services</p> <ul style="list-style-type: none"> <li>▪ Manage Municipal Records</li> <li>▪ Manage Cleaning, Gardening , Messenger and Secretarial Services (Auxiliary Services)</li> <li>▪ Manage Secretariat Services to Council and Council Committees</li> <li>▪ Council Administration Management</li> </ul> | <p><b>2.2.4 Department Financial Services are responsible for:</b></p> <p>Revenue and Fund Management</p> <ul style="list-style-type: none"> <li>▪ Fund Management</li> <li>▪ Revenue Management</li> <li>▪ Salary Administration</li> <li>▪ Credit Control</li> <li>▪ Debt Collection</li> </ul> <p>Supply Chain management</p> <ul style="list-style-type: none"> <li>▪ Demand and Acquisition Management</li> <li>▪ Logistical Management</li> <li>▪ Supply Chain Administration</li> </ul> <p>Budget and Expenditure Management</p> <ul style="list-style-type: none"> <li>▪ Budget and Expenditure Management</li> <li>▪ Revenue Collection and Debt Management</li> </ul> <p>Asset Management</p> <ul style="list-style-type: none"> <li>▪ Asset Register Management</li> <li>▪ Disposal of Assets</li> <li>▪ Asset Policy Management</li> <li>▪ Manage infrastructure Insurance and Leasing of Municipal Assets</li> </ul> |
|---|---|

### **2.2.5 Department Planning and Development**

#### Local Economic Development

- Facilitate Develop and Implement Municipal LED, Rural Development and Tourism Strategy
- Mobilise and coordinate Public / Private Sector Support to Municipal LED, Rural Development and Tourism Programmes
- Identify and Market new Economic Opportunities
- Process Applications for Business Licences
- Promote Tourism within the Municipality
- Transport (air, Freight and Rail)

#### Integrated Development Planning, Performance Management and Risk Management

- Facilitate the Development of IDP
- Monitor the Implementation of IDP Programmes and Projects
- Make Inputs to Policy Making Bodies
- Facilitate the Development of Service Delivery and Budget Implementation Plans
- Coordinate Research and Knowledge Management Services
- Coordinate Public Participation programmes
- Manage the Evaluation of Performance

#### Land Use and Spatial Development

- Land Use and Spatial Planning
- Building Control
- Geographical Information Systems
- Determine Land Potential

#### Human Settlements

- Beneficiary administration
- Implementation of Housing Projects
- Planning for Human Settlement

#### Property Services

- Administration of Council Properties
- Valuation & Valuation Roll



## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### 2.3 INTERGOVERNMENTAL RELATIONS

#### NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality strives to uphold its legislative authority and co-operative governance as required by the Constitution and other relevant legislation.

In doing so, the municipality maintains good co-operative and intergovernmental relations with its district and neighbouring municipalities, provincial authority, national government and intergovernmental agencies.

#### PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Municipality participates in various Intergovernmental Relations activities in the district and at provincial level. Municipal officials and Councilors are delegated to serve on the various forums as listed per below table:

| Intergovernmental Relations Forums: |           |   |
|-------------------------------------|-----------|---|
| Forum                               | Frequency | Department  |
| Municipal Managers Forum            | Quarterly | Office of the Municipal Manager                         |
| SALGA Working Groups, NCOP, FFC     | Quarterly | Relevant Department and Portfolio Councillor            |
| Premiers Co-ordinating Forum (PCF)  | Quarterly | Office of the Mayor and Office of the Municipal Manager |
| Communication Forum                 | Quarterly | Office of the Municipal Manager                         |
| Monitoring and Evaluation Forum     | Quarterly | Planning and Development                                |
| Provincial Skills Development Forum | Quarterly | Corporate Services                                      |
| Disaster Management Forum           | Quarterly | Community Services                                      |
| Local Economic Development Forum    | Quarterly | Planning and Development                                |

#### RELATIONSHIPS WITH MUNICIPAL ENTITIES

Govan Mbeki Municipality does not have any municipal entities.

## DISTRICT INTERGOVERNMENTAL STRUCTURES

| DISTRICT INTERGOVERNMENTAL STRUCTURES |           |   |
|---------------------------------------|-----------|---|
| Forum                                 | Frequency | Department  |
| District Co-ordinating Forum (DFC)    | Quarterly | Office of the Mayor, Speaker ,MMCø, Office of the Municipal Manager and Directors |
| District IDP Managers Forum           | Quarterly | Planning and Development  |

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### 2.4 PUBLIC MEETINGS,

### COMMUNICATION, PARTICIPATION AND FORUMS

#### COMMUNICATION STRATEGY

Govan Mbeki Municipality adopted its first Communication Strategy in 2008 as a five year based strategy that was to be reviewed after five years based on the council resolution number A10/04/2008.

And it was reviewed and approved by council on the 28th of May 2015 through resolution number A43/05/2015.

The Communication Strategy confirm that the marketing and communications activities take place in an organised and structured way.

The Communication Strategy clarifies the methods and frequency of public communication and engagement which is indicative of the municipality's commitment and willingness to strengthen community participation.

The Communication Strategy places strong emphasise on the importance of community participation and involvement in municipal planning, service delivery and performance management processes. The implementation of the communication strategy culminates into an annual public participation programme which is aligned to the IDP and Budget Process Plan.

The following Objectives highlight the purpose of the Communication plan for Govan Mbeki Municipality:

- To broadly communicate values, successes and objectives of the Municipality internally and externally.
- To promote the good image of the Municipality.
- To popularize the municipal programmes and projects at grassroots level and correct perception about local government systems.
- To improve intergovernmental and international relations.
- To raise awareness about institutional services, policies and programmes.

## INTEGRATED DEVELOPMENT PLAN (IDP)

The municipality went through a vigorous public participation process where all 32 wards were engaged, and feedback was given on progress made since the 2012/13 up to the 2015/16 financial years.

These public engagement sessions present the opportunity and platform to all citizens and those who have vested interest in Govan Mbeki to review the service delivery needs and priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests.

The process has also involved extensive public participation process which were undertaken by the municipality whereby all Citizens across the municipal space were canvassed for their input and opinions via public meetings, newspaper.

The process also involved input from all levels of the administration . from Mayoral Committee (Mayco) members, to councillors and representatives from all directorates, and the most senior officials in each department.

In compliance to this, Govan Mbeki municipality has adopted public participation policy (currently under revision) and utilizes its ward committees as the primary consultative structure with regard to planning.

The input of the ward committees in all thirty two (32) wards, councillors, officials, sector departments as well as the inputs from the public consultations are taken into consideration to ensure that the IDP has been developed with maximum participation.

The 2015/16 public participation and ward committee programme is outlined below:

| <b>PUBLIC PARTICIPATION AND WARD COMMITTEE PROGRAMME 2015/2016</b> |  |   |
|--|--|---|
| <b>TYPE OF MEETING</b>   | <b>PURPOSE OF ENGAGEMENT</b>   | <b>FREQUENCY DATES OF EVENTS: 2015/2016</b> |
| <b>Ward Committee Meetings</b>                                     | Continuously inform constituents about the objectives and performance of Council through ward committees.<br>- Discuss standard of municipal service delivery in ward and notify Councillor of specific problems that need attention.<br>- Report on specific portfolio matters for assistance and guidance.<br>Strengthen community involvement and participation in IDP, Budget, and Performance Management (SDBIP) processes. | Ongoing / Monthly                           |
| <b>Ward Councillor Report Back Meetings</b>                        | Ward Councillors report back to community in Ward on quarterly municipal performance and any municipal service related matter.<br>Platform is also used to engage Ward Councillors and to raise matters of concern, which the administration needs to attend to.   | Quarterly                                   |
| <b>IDP / Budget Public meetings</b>                                | Review 2015/2016 IDP and obtain public input and service delivery and development priorities for the 2015/16 IDP review.<br>- Consult public on draft budget for input and comment and communicate approved budget and tariff increases  | August/ September 2015 & February 2016      |
| <b>Community meetings</b>  | Community meetings are a platform where service delivery issues and matters of priorities of the municipality and government are addressed.  | Ongoing                                     |

## **WARD COMMITTEES**

Key purposes of ward committees

- Create formal unbiased communication channels and co-operative partnerships between Govan Mbeki Municipality and the community within a ward.
- Ensure contact between Govan Mbeki Municipality and the community through the relevant feedback mechanisms.
- Act as an advisory body on council policies and matters affecting communities in the ward as requested.
- Make recommendations on matters affecting the ward to the ward councillor.
- Serve as a constructive mobilizing agent for positive community action.

The status on ward committees and related activities are report on as per below tables:

| NUMBER OF WARD COMMITTEES 2015/2016           |                                  |            |                |
|---|----------------------------------|------------|----------------|
| MUNICIPALITY                                  | NUMBER OF WARD COMMITTEES        | FUNCTIONAL | NON FUNCTIONAL |
| GOVAN MBEKI                                   | 32                               | 30         | 2              |
| NUMBER OF WARD OPERATIONAL PLANS 2014/2015    |                                  |            |                |
| MUNICIPALITY                                  | NUMBER OF WARD OPERATIONAL PLANS | SUBMITTED  | NOT SUBMITTED  |
| GOVAN MBEKI                                   | 32                               | 28         | 04             |
| PAYMENT OF OUT OF POCKET EXPENSES             |                                  |            |                |
| R1000,00 per individual member subject to POE |                                  |            |                |

| PUBLIC MEETING 2015/2016 |                                       |                                     |  |                                       |  |
|--------------------------|---------------------------------------|-------------------------------------|--|---------------------------------------|--|
| Ward No                  | Nature & purpose of meeting           | Number of participating councillors | Number of participating Municipal administrators | Number of community members attending | Issues addressed Yes/No  |
| 1.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 150                                   | Yes<br>Unemployment,sewer, status roads                                  |
| 2.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 102                                   | Residential stands, street lights, roads                                 |
| 3.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 200                                   | Yes<br>Unemployment,sewer, status roads                                  |
| 4.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 205                                   | Yes<br>Unemployment,sewer, status roads, indigent registration           |
| 5.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 50                                    | Yes<br>Potholes  |
| 6.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 170                                   | Yes<br>Unemployment,roads, street lights                                 |
| 7.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 250                                   | Yes<br>Unemployment,potholes, street lights, trapping electricity, crime |
| 8.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 170                                   | Yes<br>Unemployment,roads, street lights, trapping electricity           |

|     |                                       |                                   |                                |     |  |
|-----|---------------------------------------|-----------------------------------|--------------------------------|-----|--|
| 9.  | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 200 | Yes<br>Unemployment,sewer, status roads, trapping electricity, indigent registration |
| 10. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 180 | Yes<br>Unemployment,roads, street lights,trapping electricity                        |
| 11. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 150 | Yes<br>Unemployment,roads, street lights,trapping electricity,sewer                  |
| 12. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 140 | Sewer,<br>Unemployment,roads, street lights,trapping electricity                     |
| 13. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 155 | Unemployment,roads, street lights,trapping electricity,sewer                         |
| 14. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 246 | Unemployment,roads, street lights,trapping electricity,sewer                         |
| 15. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 260 | Eviction of farm dwellers, water and electricity                                     |
| 16. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 180 | Illegal land invasion, sewer, roads  |
| 17. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 70  | Water leakages, potholes,  |
| 18. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 30  | Potholes, water leakages   |
| 19. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 300 | Unemployment,roads, street lights,trapping electricity,sewer                         |
| 20. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 207 | Unemployment,roads, street lights,trapping electricity,sewer                         |
| 21. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 47  | Potholes, water leakages   |
| 22. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 250 | Roads, high billing, VIP toilets   |

|     |                                       |                                   |                                |     |   |
|-----|---------------------------------------|-----------------------------------|--------------------------------|-----|---|
| 23. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 159 | Roads, trapping electricity, electricity                        |
| 24. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 240 | Trapping electricity, water leakages, indigent                  |
| 25. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 40  | Potholes, water leakages  |
| 26. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 230 | Trapping electricity, water leakages, indigent                  |
| 27. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 160 | Trapping electricity, water leakages, indigent                  |
| 28. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 150 | Potholes, water leakages, sewer                                 |
| 29. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 250 | Open electricity boxes, water leakage                           |
| 30. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 30  | Potholes, water leakages  |
| 31. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 280 | Unemployment, roads, street lights, trapping electricity, sewer |
| 32. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 190 | Unemployment, roads, street lights, trapping electricity, sewer |

## 2.5 IDP PARTICIPATION AND ALIGNMENT

| IDP PARTICIPATION AND ALIGNMENT CRITERIA*                                      | YES/NO |
|--|--------|
| Does the municipality have impact, outcome, input, output indicators?          | Yes    |
| Does the IDP have priorities, objectives, KPIs, development strategies?        | Yes    |
| Does the IDP have multi-year targets?  | Yes    |
| Are the above aligned and can they calculate into a score?                     | Yes    |
| Does the budget align directly to the KPIs in the strategic plan?              | Yes    |
| Do the IDP KPIs align to the Section 57 Managers                               | Yes    |
| Do the IDP KPIs lead to functional area KPIs as per the SDBIP?                 | Yes    |
| Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes              | Yes    |
| Were the indicators communicated to the public?                                | Yes    |
| Were the four quarter aligned reports submitted within stipulated time frames? | Yes    |



## **COMPONENT D: CORPORATE GOVERNANCE**

### **2.6 RISK MANAGEMENT**

Section 62(i)(c) of the MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. Govan Mbeki Municipality established a Risk Management Committee as appointed by Council, which meets on a quarterly basis. The Committee's role is to review the risk management progress and maturity of the Municipality, the effectiveness of risk management activities, the key risks facing the Municipality, and the responses to address these key risks. The responsibilities of the Risk Management Committee are formally defined in its Risk Management Charter.

In the financial year under review, the Risk Management Policy was revised. The Risk Register are linked to the eight key performance areas (strategic objective) of the municipality.

The management of risks is an integral part of sound management and therefore municipalities adopt a comprehensive approach to risk management. Effective risk management is paramount as to the overall achievement of the municipalities' goals. Sound management of risk will enable the municipality to anticipate and respond to potential threats and be able to treat them efficiently and effectively. Risk management promotes good governance and mitigates certain risks that are common to local governments. Legislatively Risk management in municipality ensures for the implementation of policies, identifies and mitigates risk and ensures that municipality fulfil service delivery mandates.

### **ANTI-CORRUPTION AND FRAUD**

The municipal approved Anti-Corruption and Fraud policy deals with issues of fraud and corruption.

This policy applies to all employees, stakeholders, contractors, vendors/suppliers doing business with the municipality. The policy prohibits all acts of fraud and corruption or any dishonest activity of similar nature impacting or having potential prejudice to the municipality or members of the public.

### **2.8 SUPPLY CHAIN MANAGEMENT**

The Supply Chain Management (SCM) system of the GMM seeks to ensure the proper flow of goods and services between the supplier and the municipality, in the right quality and quantity whilst advancing the empowerment principles, supplier development, Local Economic Development (LED) and value for money, to ensure expeditious and appropriate service delivery.

## 2.9 BY-LAWS

The Local Government Systems Act No 32 of 2000 provides the system by which a municipal Council may adopt a by-law, after a process of public participation and proclamation in the Government Gazette.

The table below reflects the by-laws introduced during the 2015/2016 financial year

| By-laws Introduced during 2015/2016             |         |  |                               |                            |                     |
|---|---------|--|-------------------------------|----------------------------|---------------------|
| Newly Developed                                 | Revised | Public Participation Conducted Prior to Adoption of By-Laws (Yes/No) | Dates of Public Participation | By-Laws Gazetted* (Yes/No) | Date of Publication |
| Spatial Planning and Land Use Management By-law | No      | Yes  | 19-May-15                     | Yes                        | 17-Feb-16           |
| Electricity By-law (Review)                     | Yes     | No   |                               | No                         |                     |
| Business By-law (Review)                        | Yes     | No   |                               | No                         |                     |
| Water By-law (Review)                           | Yes     | No   |                               | No                         |                     |
| Heritage By-law                                 | Yes     | No   |                               | No                         |                     |
|   |         |  |                               |                            |                     |
|   |         |  |                               |                            |                     |

Public participation meetings are held on every new or revised by-law to provide interested Parties with the opportunity to comment on the by-law before it is finalised.

The meetings are held within the municipal district so that as many people as possible can attend. Notice of the meetings are placed in the local newspaper, at the municipal office, on the Municipality's website and broadcasted via radio. Once the public participation process is finalised the draft by-law is tabled at a Council Meeting where Council approves the by-law.

The approved by-law is then gazetted in the Provincial Gazette and a notice is placed in the local newspaper informing the public of the approved by-law and the date of commencement. Every by-law is enforced by the relevant Directorate responsible for its implementation and if need be, non-compliance is dealt with in the municipal court.

## 2.10 WEBSITES

| Municipal Website: Content and Currency of Material          |        |                       |
|--|--------|-----------------------|
| Documents published on the Municipal Website<br>2015/2016    | Yes/No | Publishing Date       |
| 2016/17 Tariff Book  | Yes    | 15/07/2016            |
| 2015/16 Supplementary Valuation Roll with<br>Objection Forms | Yes    | 22/02/2016            |
| Performance Agreements for section 56 employees              | Yes    | 27/07/2015            |
| Annual Financial Statements                                  | Yes    | 27/01/2016            |
| IDP 2013/16  | Yes    | 04/04/2016            |
| Financial 2015/16 Monthly Budget Statements                  | Yes    | 21/09/2015-15/06/2016 |
| Awarded Tenders Register                                     | No     |                       |
| SDBIP 2015/16  | Yes    | 25/06/2016            |
| Quarterly Financial Performance                              | Yes    |                       |
| Midyear Performance Report                                   | Yes    | 01/02/2016            |
| 2014/15 Annual Report  | Yes    | 23/01/2016            |
| 2015/16 Adjustment Budget                                    | Yes    | 06/04/2016            |
| Final 2016/17 Budget   | Yes    | 06/04/2016            |
| Final IDP 2015/16  | Yes    | 31/05/2016            |
| Promulgated By-laws  | Yes    | 04/03/2016            |

The Municipality's website [www.govanmbeki.gov.za](http://www.govanmbeki.gov.za) is an effective communication tool where Property rates, Tariffs, By-laws, Council, Council Meetings, Vacancies Adverts, Tenders and Land Use Management Scheme are published for public consumption.

## 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

A full survey into the public satisfaction could not be conducted in the fiscal period 2015/16 due to the financial constrain that the municipality is undergoing with the Eskom account consuming 38% of the municipal revenue. However suggestion boxes and books were provided in all three regions for the community to input their comments on the level of services that they receive and the following findings were made on the analysis of the reports:

| SATISFIED CUSTOMERS | UN-CERTISFIED CUSTOMERS | AREA OF SERVICE |
|---------------------|-------------------------|-----------------|
| 64 000              | 16 000                  | Water           |
| 55 000              | 25 000                  | Energy          |
| 62 000              | 18 000                  | Sewer           |
| 52 000              | 28 000                  | Roads           |

Supplementary to the above is the Customer Relations Management provided through a call centre that has recorded a total calls received that were analyzed as follows:

| Total Call Received | Calls Referenced | Calls Resolved | Outstanding |
|---------------------|------------------|----------------|-------------|
| 92 000 on the ACD   | 32 245           | 30 455         | 1790        |

## **CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)**

### **INTRODUCTION**

The municipality is rendering municipal services to 8 towns which are structured into 32 electoral wards, covering an area of 2 958 Square kilometers (sq.km) in accordance with the mandate of local government in terms of the South African Constitution.

The Govan Mbeki area is mainly agricultural / rural with 3 urban conglomerates, namely;

- Leandra (Leslie, Lebohang and Eendracht) in the western edge
- The Greater Secunda (Trichardt, Evander, Kinross and Secunda / Embalenhle) conurbation in the central part and
- Bethal / Emzinoni in the east

The current main services rendered by the Municipality are:

### **ELECTRICITY**

The Municipality does not generate its own electricity and the national electricity supplier, Eskom, supplies bulk purchase of electricity to the Municipality for resale to consumers in the municipal area.

Energy services includes maintenance and upgrade of electrical sub-stations and ensuring that there are required capacity for all the municipal towns for which services are rendered. The municipality is fully implementing the inclining block tariffs on both electricity and water.

The IBT for the electricity is in-line with the NERSA guidelines. Various initiatives have been put in place through which electricity consumption should be managed such as energy saving and implementation of automated split and smart meters.

### **WATER**

Govan Mbeki municipality in its capacity as the Water Services Authority and juristic entity is compelled by the Water Services Act 107 of 1997 - To provide for the rights of access to basic water supply and basic sanitation.

The most recent 2011 Census figures by National Statistics South Africa recorded a total of 95.95% households have access to the basic RDP level of water supply service as well as on average 56.5% of households in Govan Mbeki have access to potable tapped water inside the house or institution and 38% tapped water inside their yards.

Bulk water is purchased from Rand Water and internally reticulated to all the urban areas. Rand Water extracts the raw water from the Vaalriver and Vaaldam, purifies it and then provides in bulk to the municipality. The Rand Water main pipeline runs east-west through the municipality following roughly the N17 route alignment.

All the urban areas, with the exception of informal settlements in the townships, are fully reticulated in terms of potable water supply. Communities in the rural and peri-urban areas do not have access to piped potable water supply and use borehole water, however SASOL does supply piped potable water to some farms and will prefer to transfer this infrastructure to the local authority.

The physical condition of the water service infrastructure in Govan Mbeki can be described as good. Some spare bulk capacity exists to accommodate future development, however in certain areas additional bulk infrastructure capacity needs to be developed.

The Municipality currently receives funding through the Municipal Infrastructure Grant (MIG), Department of Water and Sanitation, Anglo American and Sasol Ikusasa which assist in the rendering of basic services to communities.

## **SANITATION**

Govan Mbeki Municipality operates 6 wastewater works namely Bethal, Evander, eMbalenhle, Kinross, Trichardt and Leandra with 36 sewer pumpstations. The wastewater quality analysis is performed by Gert Sibande District municipality laboratory.

The municipality strive at all times to ensure that we comply with the Blue Drop requirements for our water and Green Drop for our sanitation.

The municipality has developed Incident Management Protocol and performs process audits on an annual basis to ensure that there is an improvement on effluent quality. In addition the municipality has appointed a contractor for three years on mechanical and electrical maintenance of the plants.

## **WASTE MANAGEMENT SERVICES**

Govan Mbeki Municipality provides an Integrated Waste Management Services to all businesses, households, industries etc.

The total number of households is 83 874 as per Statistics SA 2011 of which 10 253 are farmsteads. A weekly waste collection service is provided to all households. Businesses and industries are serviced thrice a week.

Awareness and education campaigns on waste minimisation, proper waste management techniques and public participation (i.e. house to house) are done monthly. Managing the operations at the landfill sites is undertaken daily.

## **EMERGENCY AND DISASTER MANAGEMENT**

The Municipality owns and operates a fire and rescue service which provides firefighting, fire prevention and road and other rescue services. Its community safety service provides a range of law enforcement and community protection services.

Govan Mbeki Municipality has 6 Fire Stations. The municipality implemented a shift system which complies with legal mandate in terms of working hours.

## ROADS & STORM WATER

Local roads in the urban areas are maintained by the municipality. Most of the roads in the previous white towns are paved and reasonably well maintained, while most of the roads in the township areas are unpaved and in a bad state of repair, especially during the summer rainy season

The Mpumalanga Province Department of Roads and Transport is responsible for the provincial road network which extends throughout the municipal area. The Municipality's road network length for paved roads are 505.9 km for all towns and the length of unpaved roads for the municipal towns are 398.1 km

## HUMAN SETTLEMENT SERVICE

Currently the Govan Mbeki Municipality performs a wide range of functions in relation to housing and integrated human settlements development.

These include amongst others the following:

- **Identification of suitable land for housing development:** identify and allocate land that is closer to amenities and economic opportunities for housing development.
- **Township establishment and land use planning:** The municipality provide assistance to applicants with regards to applications for township establishment. All new land development proposals are subjected to the process and legal requirements of the environmental impact assessment.
- **Engineering service design, planning of bulk and servicing of stands;** such projects entails provisions of sewerage services, new infrastructure, waste water treatment and top up toilet structures as well as maintenance of such infrastructure / facilities.
- **Informal settlement upgrading and control:** The municipality provides basic services in informal settlements. The process in line with policy for the development of Informal Settlement Upgrading is an ongoing exercise of the municipality.
- **Housing subsidy allocation and beneficiary administration:** The municipality developed procedures for allocation of subsidies to qualifying beneficiaries. The Transversal Waiting list was developed and will be updated annually.

## LIBRARIES

The primary purpose or function of Govan Mbeki Library and information Service (GMLIS) is to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure.

Our main areas of focus are Access to Information, increment in the number of new library membership, free computer and internet service, and Education and awareness outreach programs.

A total of 604 new member applications were done for 2015/2016 financial year.

## **LAND USE MANAGEMENT AND SPATIAL DEVELOPMENT**

Land use planning is a municipal competency in terms of the South African Constitution.

The Spatial Development Framework of Govan Mbeki Municipality forms part of the existing land use management process of the municipality and provides the necessary guidance of land uses at local level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors confidence and security of tenure.

It therefore gives direction to development and takes into account the need for and compatibility of the main land uses.

75 % approval of land development applications excluding Township Establishment were finalised within 3 months for the financial year 2015/2016

## **COMPONENT A: BASIC SERVICES**

### **3.1 WATER PROVISION**

#### **INTRODUCTION TO WATER PROVISION**

Govan Mbeki municipality in its capacity as the Water Services Authority and juristic entity is compelled by the Water Services Act 107 of 1997 - To provide for the rights of access to basic water supply and basic sanitation. The Municipality supplies water to all informal and formal settlements in accordance with the National Water Act (Act no 36 of 1998). The purpose of the National Water Act (Act no 36 of 1998) is to ensure that the Nation's water resources are protected, used, developed, conserved, managed and controlled in ways which take into account factors such as:

- Meeting the basic human needs of present and future generations;
- Promoting equitable access to water;
- Promoting the efficient, sustainable and beneficial use of water in the public interest, and
- Providing for growing demand for water use.

The Municipality currently receives funding through the Municipal Infrastructure Grant (MIG), Department of Water and Sanitation, Anglo American and Sasol Ikusasa. The municipality has Integrated Development Plan (IDP) adopted in March 2015 with regard to basic services to align with the most recent 2011 Census figures as recorded by National Statistics South Africa. A total of 95.95% households have access to the basic RDP level of water supply service as at 30 June 2016 Govan Mbeki purchases water from Rand Water board as the Water Service Provider. The total bulk water demand was 32,922,104 KI for the year, which is a growth of 6.03% on last year's demand. The non-revenue water for 2015/2016 financial year for the whole Govan Mbeki municipality is estimated at 22 % which is a reduction from 27 % (2014/15). The water quality analysis is performed by Gert Sibande District municipality laboratory.

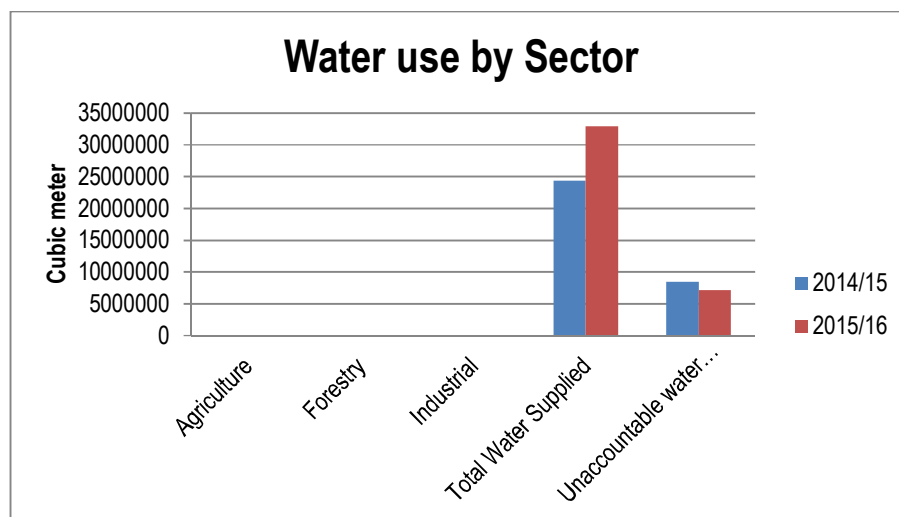
## CHALLENGES AND ACHIEVEMENTS

In compliance with the Water Act the National Department of Water and Sanitation (DWS) has implemented the Blue and Green Water Systems (Blue & Green drop) to regulate the compliance of Water Services Authorities. The Blue drop system evaluates the total management process of water regarding budget, planning, operations, water demand conservation, water quality, monitoring and evaluation. The municipality has developed the Water Conservation & Demand Management Strategy and the Water Safety plan reviewed to be in line with the Bulk received from Rand Water.

The following challenges are experienced by the municipality:

- Theft and vandalism of water infrastructure components.
- Securing and physical guarding of water infrastructure facilities.
- Insufficient pressure control and monitoring equipment which causes more pipe bursts on the old Infrastructure.

| Total Use of Water by Sector (cubic meters) |             |          |            |                      |                            |
|---|-------------|----------|------------|----------------------|----------------------------|
|   | Agriculture | Forestry | Industrial | Total Water Supplied | Unaccountable water losses |
| 2014/15                                     | 0           | 0        | 0          | 24 344 393           | 8 486 007                  |
| 2015/2016                                   | 0           | 0        | 0          | 32 922 104           | 7 222 256                  |





| <b>WATER SERVICE DELIVERY HOUSEHOLDS</b>          |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>Description</b>                                | <b>2011/2012</b> | <b>2012/2013</b> | <b>2013/2014</b> | <b>2014/2015</b> | <b>2015/2016</b> |
| <b>Water: (above min level)</b>                   |                  |                  |                  |                  |                  |
| Piped water inside dwelling                       | 57950            | 58133            | 47808            | 47893            | 48040            |
| Piped water inside yard (but not in dwelling)     | 1519             | 1541             | 2516             | 2546             | 2546             |
| Using public tap (within 200m from dwelling)      |                  |                  |                  | 1072             | 1073             |
| Other water supply (within 200m)                  |                  |                  |                  |                  |                  |
| <b>Minimum Service Level and Above sub-total</b>  | <b>59469</b>     | <b>59674</b>     | <b>50324</b>     | <b>50439</b>     | <b>50439</b>     |
| <b>Minimum Service Level and Above Percentage</b> | <b>100%</b>      | <b>100%</b>      | <b>98%</b>       | <b>98%</b>       | <b>98%</b>       |
| <b>Water: (below min level)</b>                   |                  |                  |                  |                  |                  |
| Using public tap (more than 200m from dwelling)   |                  |                  |                  |                  |                  |
| Other water supply (more than 200m from dwelling) |                  | 839              | 928              | 928              | 928              |
| <b>No water supply</b>                            |                  |                  |                  |                  |                  |
| Below Minimum Service Level sub-total             |                  | 839              | 839              | 928              | 928              |
| Below Minimum Service Level Percentage            |                  | 2%               | 2%               | 2%               | 2%               |
| <b>Total number of households*(Census 2011)</b>   |                  |                  |                  | <b>67 237</b>    | <b>67 237</b>    |

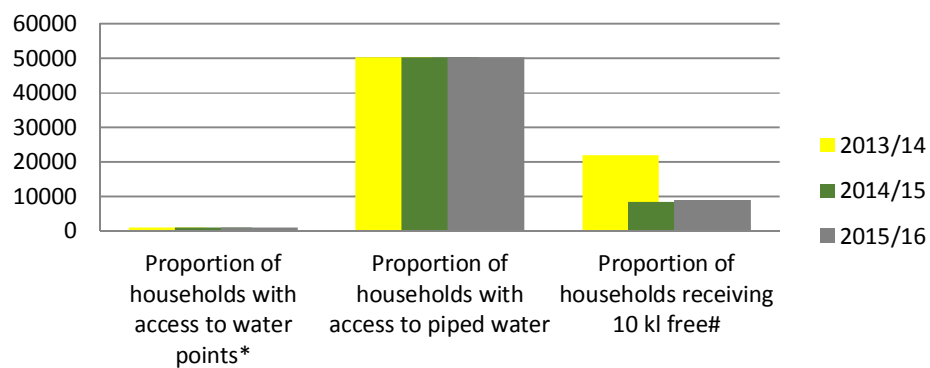
## Households - Water Service Delivery Levels below the minimum

| Description   | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------|---------|---------|---------|
| Household (000)   | Outcome | Outcome | Outcome | Actual  |
| <b>Formal Settlements</b>                               |         |         |         |         |
| Total households  | –       | 60188   | 60188   | 60188   |
| Households below minimum service level                  | –       | –       | –       | –       |
| Proportion of households below minimum service level    | -       | 0%      | 0%      | 0%      |
| <b>Informal Settlements</b>                             |         |         |         |         |
| Total households  | –       | 23686   | 23686   | 23686   |
| Households ts below minimum service level               | –       | 2       | 2       | 1       |
| Proportion of households ts below minimum service level | -       | 7%      | 6%      | 6%      |

## Access to Water

| Year             | Proportion of households with access to water points* | Proportion of households with access to piped water | Proportion of households receiving 10 kl free# |
|------------------|---|---|--|
| <b>2012/2013</b> |   | 50324   | 20025  |
| <b>2013/2014</b> | 839   | 50439   | 21927  |
| <b>2014/2015</b> | 928   | 50439   | 8489   |
| <b>2015/2016</b> |   |   |  |

## Access to Water



| Employees: Water Services |           |           |           |           |           |           |  |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| Job Level                 | 2013/2014 |           | 2014/2015 |           | 2015/2016 |           |  |
|                           | Employees | Posts     | Employees | Posts     | Employees | Posts     | Vacancies<br>(as a % of<br>total<br>posts) |
|                           | No.       | No.       | No.       | No.       | No.       | No.       | %  |
| 0 - 3                     | 1         | 2         | 1         | 1         | 0         | 1         | 100%                                       |
| 4 - 6                     | 6         | 6         | 6         | 6         | 5         | 1         | 17%  |
| 7 - 9                     | 6         | 11        | 4         | 11        | 4         | 7         | 64%  |
| 10 - 12                   | 19        | 6         | 2         | 11        | 2         | 9         | 82%  |
| 13 - 15                   | 9         | 6         | 2         | 6         | 1         | 14        | 233%                                       |
| 16 - 18                   | 29        | 54        | 54        | 54        | 46        | 0         | 0%   |
| <b>Total</b>              | <b>70</b> | <b>85</b> | <b>69</b> | <b>89</b> | <b>58</b> | <b>32</b> | <b>36%</b>                                 |

| Financial Performance Water Services |           |                    |                      |        |                       |
|--------------------------------------|-----------|--------------------|----------------------|--------|-----------------------|
| Details                              | 2013/2014 | 2014/2015          |                      |        |                       |
|                                      | Actual    | Original<br>Budget | Adjustment<br>Budget | Actual | Variance to<br>Budget |
| <b>Total Operational Revenue</b>     | 296472    | 125                | 100                  | 95     | -32%                  |
| Expenditure:                         |           |                    |                      |        |                       |
| Employees                            | 125       | 73730315           | 250                  | 248    | -29729866%            |
| Repairs and Maintenance              | 3329458   | 3329458            | 250                  | 248    | -1342423%             |
| Other                                | 45        | 244                | 250                  | 248    | 2%                    |
| <b>Total Operational Expenditure</b> | 3329628   | 77060017           | 750                  | 744    | -10357429%            |
| <b>Net Operational Expenditure</b>   | 3033156   | 77059892           | 650                  | 649    | -11873535%            |

### 3.2 WASTE WATER (SANITATION) PROVISION

#### INTRODUCTION TO SANITATION PROVISION

Govan Mbeki municipality in its capacity as the Water Services Authority and juristic entity is compelled by the Water Services Act 107 of 1997 - To provide for the rights of access to basic water supply and basic sanitation.

Sanitation in the Municipality ensures that the water is protected, used, developed, conserved, managed and controlled as per National Water Act (Act no 36 of 1998). This is done in order to ensure that the following factors are achieved:

- Collection, conveyance and treatment of waste water;
- Reducing and preventing pollution and deration of water resources;
- Protecting aquatic and associated eco system and their biological diversity

The Municipality renders sanitation services to formal settlements. Sanitation provision is still a challenge in areas that are not yet formalized as townships, but they do make use of VIP and Septic toilets. The users of VIP toilets and septic tanks are serviced by the Municipality.

The Municipality's sanitation infrastructure consists of 38 sewerage pump stations and 6 Waste Water Treatment Works. Measures are put in place to address the challenges such as ageing infrastructure, shortage of resources, lack of capital funding for upgrading of care works and replacement of outfall sewer lines.

Some of the initiatives taken to enhance service delivery include the refurbishment of Kinross Waste Water Treatment Works and Embalenhle Waste Water Treatment Works.

Upgrading of Mark Street Pump Station, Embalenhle Ext 18 Pump Station and Ext 22 Pump Station. Conversion of VIP toilets at Bethal and Upgrading of the Ext 24 Embalenhle sewer line from 110 to 160mm.

The Municipality currently receives funding through the Municipal Infrastructure Grant (MIG), Department of Water and Sanitation, Anglo American and Sasol Ikusasa. The municipality has Integrated Development Plan (IDP) adopted in March 2015 with regard to basic services to align with the most recent 2011 Census figures as recorded by National Statistics South Africa.

The wastewater quality analysis is performed by Gert Sibande District municipality laboratory. The municipality has implemented Incident Management Protocol and performs process audits on an annual basis to ensure that there is an improvement on effluent quality.

In addition the municipality has appointed a contractor for three years on mechanical and electrical maintenance.

#### Challenges

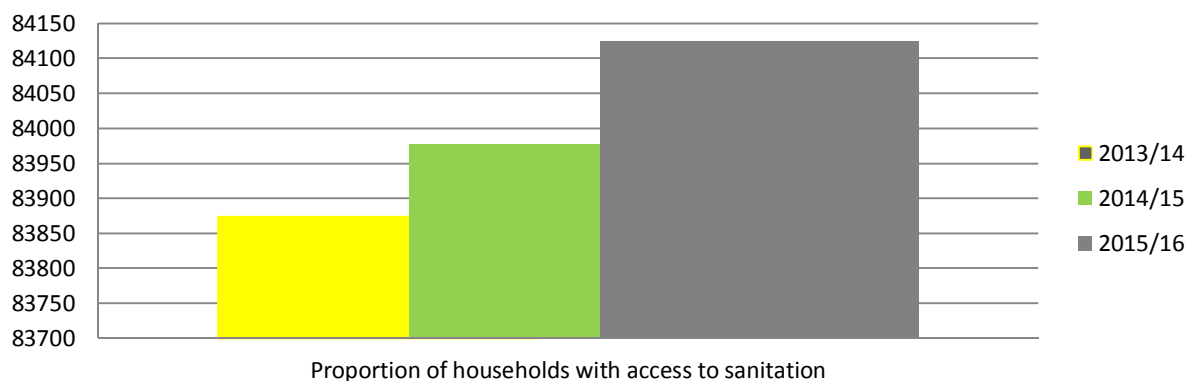
- Theft and vandalism of electrical and mechanical components at WWTW/Pump stations.
- Securing and physical guarding of WWTW and Pump Stations.
- Old Infrastructure
- No planned maintenance on Sewer Lines

| Sanitation Service Delivery Levels                                 |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|
| *Households  |              |              |              |              |              |
| Description  | 2011/2012    | 2012/2013    | 2013/2014    | 2014/2015    | 2015/2016    |
|  | No.          | No.          | No.          | No.          | No.          |
| <b><u>Sanitation/sewerage:</u></b><br><b>(above minimum level)</b> |              |              |              |              |              |
| Flush toilet (connected to sewerage)                               | 57126        | 57126        | 76325        | 76416        | 76440        |
| Flush toilet (with septic tank)                                    | 431          | 456          | 1677         | 651          | 664          |
| Chemical toilet  | 0            | 0            | 838          | 13           | 13           |
| Pit toilet (ventilated)  | 2485         | 2725         | 2516         | 2516         | 2518         |
| Other toilet provisions (above min.service level)                  | 0            | 1485         | 1677         | 0            | 0            |
| <b>Minimum Service Level and Above sub-total</b>                   | <b>60042</b> | <b>61792</b> | <b>83033</b> | <b>79596</b> | <b>79596</b> |

| Sanitation Service Delivery Levels                |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|
| *Households                                       |              |              |              |              |              |
| Description                                       | 2011/2012    | 2012/2013    | 2013/2014    | 2014/2015    | 2015/2016    |
|   | No.          | No.          | No.          | No.          | No.          |
| <i>Minimum Service Level and Above Percentage</i> | 99.1%        | 97.9%        | 99.0%        | 98.9%        | 98.9%        |
| <i>Sanitation/sewerage:(below minimum level)</i>  |              |              |              |              |              |
| Bucket toilet                                     | 0            | 0            | 0            | 0            | 0            |
| Other toilet provisions (below min.service level) | 551          | 851          | 838          | 869          | 869          |
| No toilet provisions                              | 0            | 499          | 0            | 0            | 0            |
| <i>Below Minimum Service Level sub-total</i>      | 551          | 1350         | 838          | 869          | 869          |
| <i>Below Minimum Service Level Percentage</i>     | 0.9%         | 2.1%         | 1.0%         | 1.1%         | 1.1%         |
| <b>Total households</b>                           | <b>60593</b> | <b>63142</b> | <b>83871</b> | <b>80465</b> | <b>80504</b> |

| Households - Sanitation Service Delivery Levels below the minimum |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|
| Households  |           |           |           |           |           |
| Description   | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 |
|   | No.       | No.       | No.       | No.       | No.       |
| <b>Formal and Informal House Holds</b>                            |           |           |           |           |           |
| Total households  | .         | 67237     | 83 874    | 83874     | 83874     |
| Households below minimum service level                            | .         | 1350      | 838       | 838       | 838       |
| Proportion of households below minimum service level              | -         | 2%        | 1%        | 1%        | 1%        |

### Access to Sanitation



| Access to Sanitation |  |
|----------------------|--|
|                      | Proportion of households with access to sanitation |
| 2012/2013            | 60307  |
| 2013/2014            | 83874  |
| 2014/2015            | 83977  |
| 2015/2016            | 84124  |

| Employees: Sanitation Services |            |            |            |                                     |                                    |            |                                    |                                    |
|--------------------------------|------------|------------|------------|-------------------------------------|------------------------------------|------------|------------------------------------|------------------------------------|
| Job Level                      | 2013/2014  | 2014/2015  |            |                                     |                                    | 2015/2016  |                                    |                                    |
|                                | Employee s | Posts      | Employee s | Vacanc ies (fulltim e equivalent s) | Vacanci es (as a % of total posts) | Employ ees | Vacanci es (fulltime equivalent s) | Vacanci es (as a % of total posts) |
|                                | No.        | No.        | No.        | No.                                 | %                                  | No.        | No.                                | %                                  |
| 0 - 3                          | 1          | 1          | 1          | 0                                   | 0%                                 | 1          | 0                                  | 0%                                 |
| 4 - 6                          | 6          | 9          | 8          | 1                                   | 11%                                | 10         | 0                                  | 0%                                 |
| 7 - 9                          | 6          | 19         | 13         | 6                                   | 32%                                | 28         | 8                                  | 22%                                |
| 10 - 12                        | 19         | 35         | 25         | 10                                  | 29%                                | 15         | 9                                  | 38%                                |
| 13 - 15                        | 9          | 65         | 28         | 37                                  | 57%                                | 14         | 14                                 | 15%                                |
| 16 - 18                        | 29         | 165        | 124        | 41                                  | 25%                                | 62         | 41                                 | 25%                                |
| <b>Total</b>                   | <b>70</b>  | <b>294</b> | <b>199</b> | <b>95</b>                           | <b>32%</b>                         | <b>130</b> | <b>72</b>                          | <b>22%</b>                         |

| Financial Performance: Sanitation Services |           |                 |                   |        |                    |           |  |  |
|--|-----------|-----------------|-------------------|--------|--------------------|-----------|--|--|
| Details                                    | 2013/2014 | 2014/2015       |                   |        |                    | 2015/2016 |  |  |
|  | Actual    | Original Budget | Adjustment Budget | Actual | Variance to Budget |           |  |  |
| Total Operational Revenue                  | 100379    | 125             | 100               | 95     | -32%               |           |  |  |
| Expenditure:                               |           |                 |                   |        |                    |           |  |  |
| Employees                                  | 125       | 36200409        | 250               | 248    | -14596839%         |           |  |  |
| Repairs and Maintenance                    | 6358158   | 8520552         | 250               | 248    | -3435606%          |           |  |  |
| Other                                      | 45        | 244             | 250               | 248    | 2%                 |           |  |  |
| Total Operational Expenditure              | 6358328   | 44721205        | 750               | 744    | -6010815%          |           |  |  |
| Net Operational Expenditure                | 6257949   | 44721080        | 650               | 649    | -6890667%          |           |  |  |

### **3.3 ELECTRICITY**

Municipality experienced great challenge of high electricity distribution losses during 2015/16 financial year. Electricity distribution losses went up as high as 54% comprising of both technical losses (10%) and non-technical losses (44%).

However, measures to curb the situation have been put in place. Among such measures is the ongoing installation of split meters in temper-proof enclosures, installation of Advanced Meter Reading bulk meters for highest electricity consuming businesses.

Concurrently with this, check meters to compare Eskom bill against the Municipality bill have been installed at all points of supply from Eskom.

There are however, a number of additional projects (currently at the initial stages) and would be effective in the next financial year (2016/17) focusing at reducing distribution losses. These are:

- Installation of Smart Meters starting with high consuming businesses and complexes followed by domestic customers with extremely high level of tempering.
- Changing public lighting from conventional to Energy saving starting with high-masts with high electricity consuming capability rolling it down to street-lights.
- Installing soft starting and energy saving variable speed-drives in sewer pump stations to do away with high energy consuming direct on line (DOL) starting of electric motors driving sewer pumps currently used.

### **ENERGY EFFICIENCY**

Out of one (1) million rands funding from the Department of Energy (DOE), sixty two (62) energy saving light bulbs were installed on the high masts at Emzinoni.

In addition to this, eighty four (84) energy balancing bulk meters were installed on the high electricity consuming businesses. Concurrently, thirteen (13) check meters were installed at all supply points from Eskom in order to compare the Eskom bill with the provisional statement retrieved from metering on line.

All these meters are monitored on line. This is an ongoing project aimed at installing two hundred (200) bulk meters in total.

### **ELECTRIFICATION**

Out of 2,2 million funding from DOE during 2015/16 financial year, 200 house-holds were electrified as follows:

- Kinross Extension 21 . 155 house-holds electrified
- Embalenhle Extention 10 . 45 house-holds electrified

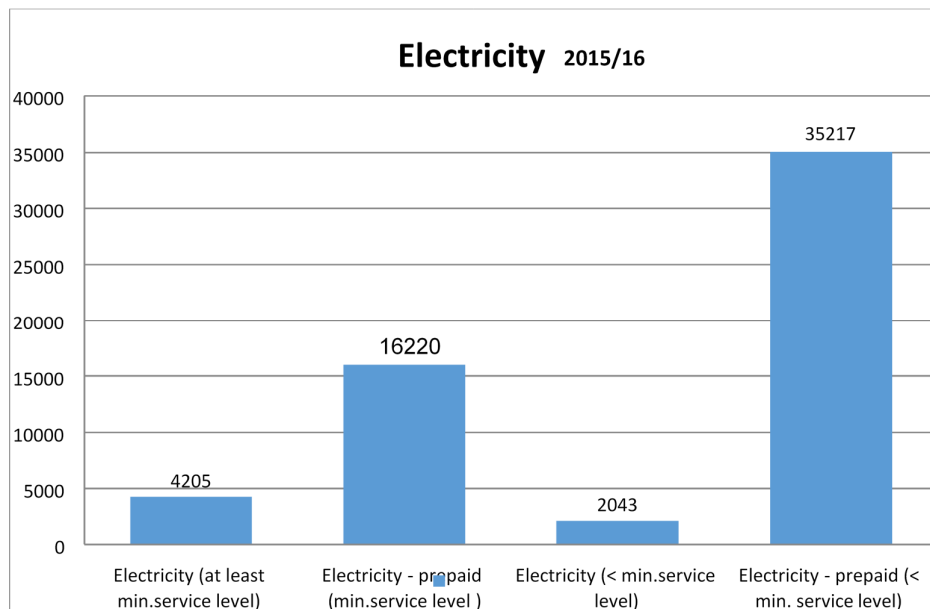
## ENERGY MASTER PLAN

Energy Section successfully embarked in the development of the Electricity Master Plan for GMM.

| ITEM<br>NUMBE<br>R | ENERGY MASTER PLAN   | A service provider with a potential to develop Energy Master Plan by securing own funding was appointed in March 2016 for a period of three (3) years to develop Energy Master Plan |
|--------------------|--|---|
|                    | <b>PHASE ONE (1)-2016/17</b>   |   |
| 1                  | <ul style="list-style-type: none"> <li>➤ A detailed Energy Master Plan shall be compiled and submitted to DOE via the Municipality</li> <li>➤ All business plans for the projects contained in the master plan must be compiled and submitted to DOE for funding consideration and allocation for 2016/17, 2017/18, and 2018/19 financial years.</li> <li>➤ Detailed designs for the upgrade of substations within the whole jurisdiction of the Municipality distribution area (3 substations) must be done. This is to prepare for a dedicated switching and metering of all its distribution areas.</li> <li>➤ Electrification designs for 2016/17 are already done and submitted to GMM</li> <li>➤ Supply of split metering for a pilot project to impliment with the view of improving revenue assurance</li> </ul> |   |
|                    | <b>PHASE TWO (2)-2017/18</b>   |   |
| 2                  | <ul style="list-style-type: none"> <li>➤ Implimentation/ construction to upgrade capacity</li> <li>➤ Installation of smart metering to major customers</li> <li>➤ Further electrification.</li> </ul>  |   |
|                    | <b>PHASE THREE (3)-2018/19</b>   |   |
| 3                  | <ul style="list-style-type: none"> <li>➤ Do construction work to all dedicated feeder lines to all areas to be supplied with electricity as per the IDP and Human Settlement programs</li> <li>➤ Strengthening of line to improve the quality of supply</li> <li>➤ Installation of smart meters to ALL critical customers</li> <li>➤ Further Electrification</li> </ul>  |   |



| Electricity Service Delivery Levels Households    |              |              |
|---|--------------|--------------|
| Description                                       | 2014/15      | 2015/2016    |
|   | Actual       | Actual       |
|   | No.          | No.          |
| <b><u>Energy: (above minimum level)</u></b>       |              |              |
| Electricity (at least min.service level)          | 4005         | 4205         |
| Electricity - prepaid (min.service level)         | 16020        | 16220        |
| <i>Minimum Service Level and Above sub-total</i>  | 20025        | 20425        |
| <i>Minimum Service Level and Above Percentage</i> | 35.2%        | 36%          |
| <b><u>Energy: (below minimum level)</u></b>       |              |              |
| Electricity (< min.service level)                 | 1843         | 2043         |
| Electricity - prepaid (< min. service level)      | 35017        | 35217        |
| Other energy sources                              | 0            | 0            |
| <i>Below Minimum Service Level sub-total</i>      | 36860        | 37260        |
| <i>Below Minimum Service Level Percentage</i>     | 64.8%        | 64%          |
| <b>Total number of households</b>                 | <b>56885</b> | <b>57685</b> |



## CAPITAL EXPENDITURE

| Capital Expenditure 2015/16: Electricity Services |         |                 |                   |             |                    |
|---|---------|-----------------|-------------------|-------------|--------------------|
| R'000   |         |                 |                   |             |                    |
| Capital Projects                                  | 2015/16 | 2015/16         |                   |             |                    |
|   | Actual  | Original Budget | Adjustment Budget | Actual      | Variance to Budget |
| <b>Total All</b>                                  |         | 3200            | 0                 | 3200        | 0                  |
|   |         |                 |                   |             |                    |
| Electrification of House-Holds                    |         | 2200            | 0                 | 2200        | 0                  |
| Energy Efficiency                                 |         | 1000            | 0                 | 1000        | 0                  |
| <b>Net Capital Expenditure</b>                    |         | <b>3200</b>     | <b>0</b>          | <b>3200</b> | <b>0</b>           |

## EMPLOYEES

The Section operates with ONLY 41% of the total number of employees required.

|              |           |            | Employees: Electricity Services |                                  |                                   |
|--------------|-----------|------------|---------------------------------|----------------------------------|-----------------------------------|
| Job Level    | 2013/14   |            | 2014/15                         |                                  |                                   |
|              | Employees | Posts      | Employees                       | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|              | No.       | No.        | No.                             | No.                              | %                                 |
| 0 - 3        | 1         | 2          | 1                               | 1                                | 50%                               |
| 4 - 6        | 3         | 16         | 5                               | 14                               | 88%                               |
| 7 - 9        | 6         | 44         | 21                              | 23                               | 52%                               |
| 10 - 12      | 7         | 35         | 0                               | 35                               | 100%                              |
| 13 - 15      | 9         | 4          | 0                               | 4                                | 100%                              |
| 16 - 18      | 11        | 44         | 34                              | 10                               | 23%                               |
| <b>Total</b> | <b>37</b> | <b>145</b> | <b>61</b>                       | <b>87</b>                        | <b>4.125</b>                      |

### **3.4 WASTE MANAGEMENT**

#### **INTRODUCTION TO WASTE MANAGEMENT**

Govan Mbeki Municipality provides an Integrated Waste Management Services to all businesses, households and industries. The total number of households is 83874 as per Statistics SA 2011 of which 10253 are farmsteads. No farms receive a refuse removal service.

A weekly waste collection service is provided to 68215 households. A household is entitled to put out a maximum of 6 units of which one unit is equal to an 85 liter black refuse bin liner, per week. Waste is collected in all the regions by means of two, eight hour shift system, starting from 06:00 to 14:00 and 14:00 to 22:00.

Businesses and industries are serviced between once per week up to five times per week, depending on the volume and frequency of removal. It is a requirement for businesses which is generating high volumes or specialized waste to submit an industry waste management plan for approval by the section and businesses is encouraged to do onsite waste management and minimization before collection by the municipality, in an attempt to reduce the volume of waste entering the landfills for disposal. Regular waste audit is done at businesses to ensure business is billed correct, based on the volume of waste removed per collection.

Illegal dumping spots are mainly cleared quarterly by means of EPWP using rakes and forks, in all wards.

Awareness and education campaigns on waste minimization, proper waste management techniques and public participation (i.e. house to house) are done monthly. A total of 22 education and awareness campaigns held for 2015/2016 financial year.

Govan Mbeki Municipality have eight waste disposal sites of which four is operational and four closed. The operational sites is situated in Secunda, Bethal, Kinross and Leandra, whilst the closed sites is situated in Evander, eMbalenhle, Lebohang and Bethal along the Morgenzon road. Managing the operations at the landfill sites is undertaken daily. Monthly landfill site inspections done. The operations of the Secunda, Bethal and Leandra landfill sites are outsourced to a private companies, whilst the Kinross site is dependent on hired machinery for their operation and maintenance. There are waste reclaimers and scavengers at all landfill sites except Secunda. These people poses a challenge for proper operation and compliance at the landfills.

Of the eight landfill sites, the Secunda, Bethal, Leandra and Evander landfill sites is licensed in terms of the Waste Act, 2008 (Act 59 of 2008). The Department of Environmental Affairs has undertaken to license the Kinross, Lebohang, eMbalenhle and Bethal-Morgenzon road landfill sites at their cost on behalf of the municipality. The process of licensing these sites is in advance phase as the final Environmental Impact Assessment reports is submitted for approval.

The section solid waste management is reporting monthly on the South African Waste Information Centre (SAWIC) in terms of the volume of waste disposed at the landfills.

The municipality is running out of landfill airspace as the Secunda landfill has a remaining life of two (2) years and the Kinross site eight years. A feasibility study was done on waste management projects in

order to determine if the cost and feasibility to transfer all the waste generated within Secunda, Trichardt, Evander, Kinross and eMbalenhle to the Leandra landfill. The outcome is that the municipality need to develop strategic mini transfer stations with a main transfer station near Evander. All the waste from eMbalenhle need to be diverted away from Secunda and transported to the proposed transfer station and finally disposed at Leandra. The Municipality need to apply for height extension for the Secunda site and only waste from Secunda should be disposed. The status quo should be remaining at Kinross to accommodate waste from Evander and Kinross. Business plans for the application for funding is submitted.

Education and awareness campaigns are done quarterly in all regions in form of workshops, school initiatives, cleaning up campaigns, individual door to door campaigns etc.

Hiring of skips is a service that is available at Bethal area only; there is great need to extend the service to other areas in order to curb the illegal dumping of building and garden waste in open spaces.

| Solid Waste Service Delivery Levels                                |               |               |               |               |              |
|--|---------------|---------------|---------------|---------------|--------------|
| Households   |               |               |               |               |              |
| Description  | 2011/12       | 2012/13       | 2013/14       | 2014/15       | 2015/2016    |
|  | Actual        | Actual        | Actual        | Actual        | Actual       |
|  | No.           | No.           | No.           | No.           | No.          |
| <b><u>Solid Waste Removal:</u></b><br><b>(Minimum level)</b>       |               |               |               |               |              |
| Removed at least once a week                                       | 59 900        | 68 215        | 69 169        | 73 621        | 83874        |
| <i>Minimum Service Level and Above sub-total</i>                   | 59 900        | 68 215        | 69 169        | 73 621        | 83874        |
| <i>Minimum Service Level and Above percentage</i>                  | 100.0%        | 100.0%        | 100.0%        | 86.6%         | 88.1%        |
| <b><u>Solid Waste Removal:</u></b><br><b>(Below minimum level)</b> |               |               |               |               |              |
| Removed less frequently than once a week                           | -             | -             | -             | 550           | 550          |
| Using communal refuse dump   | -             | -             | -             | 550           | 550          |
| Using own refuse dump  | -             | -             | 10 253        | 10 253        | 10253        |
| Other rubbish disposal   | -             | -             | -             | -             | .            |
| No rubbish disposal  | -             | -             | -             | -             | .            |
| <i>Below Minimum Service Level sub-total</i>                       | -             | -             | 10 253        | 11 353        | 11353        |
| <i>Below Minimum Service Level percentage</i>                      | -             | 0.0%          | 0.0%          | 13.4%         | 11.9%        |
| <b>Total number of households</b>                                  | <b>60 994</b> | <b>69 169</b> | <b>83 874</b> | <b>83 874</b> | <b>84974</b> |

| Employees: Solid Waste Magement Services |           |           |           |                                  |                                   |
|--|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                                | 2014/2015 | 2015/2016 |           |                                  |                                   |
|  | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|  | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                                    | 1         | 2         | 1         | 1                                | 50%                               |
| 4 - 6                                    | 4         | 5         | 4         | 1                                | 20%                               |
| 7 - 9                                    | 6         | 6         | 6         | 0                                | 0%                                |
| 10 - 12                                  | 38        | 49        | 38        | 11                               | 22%                               |
| 13 - 15                                  | 117       | 117       | 117       | 12                               | 10%                               |
| 16 - 18                                  | 0         | 0         | 0         | 0                                | 0%                                |
| 19 - 20                                  | 0         | 0         | 0         | 0                                | 0%                                |
| Total                                    | 166       | 179       | 166       | 25                               | 14%                               |

| Financial Performance Year 2015/16: Solid Waste Management Services |           |                 |                   |          | R'000              |
|---|-----------|-----------------|-------------------|----------|--------------------|
| Details   | 2014/2015 | 2015/2016       |                   |          |                    |
|   | Actual    | Original Budget | Adjustment Budget | Actual   | Variance to Budget |
| <b>Total Operational Revenue</b>                                    | 7707747   | 7707747         | 7707747           | 7707747  | 0%                 |
| Expenditure:  |           |                 |                   |          |                    |
| Employees   | 34567481  | 34567481        | 34567481          | 34567481 | 0%                 |
| Repairs and Maintenance   |           |                 |                   |          |                    |
| Other   | 7536053   | 7536053         | 7536053           | 7536053  | 0%                 |
| <b>Total Operational Expenditure</b>                                | 42103534  | 42103534        | 42103534          | 42103534 | 0%                 |
| <b>Net Operational Expenditure</b>                                  | 34395787  | 34395787        | 34395787          | 34395787 | 0%                 |

#### COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL

There is a need to boost the awareness and education so that 80% of the community is aware of the impact of waste on the environment, health and safety and also to promote waste minimization. The approved organizational structure does not cater for the implemented shift system in waste management.

Mechanical downtime on existing trucks poses a threat to service delivery. No refuse collection is available in farmsteads due to lack/ shortage of resources. There is a lack of infrastructure on landfill sites which need to comply with the license conditions of each site.

| Households - Solid Waste Service Delivery Levels below the minimum |         |         |         |            |            |        |
|--|---------|---------|---------|------------|------------|--------|
| Description  | 2011/12 | 2012/13 | 2013/14 | Households |            |        |
|  | Actual  | Actual  | Actual  | Original   | Adjusted   | Actual |
|  | No.     | No.     | No.     | Budget No. | Budget No. | No.    |
| <b>Formal Settlements</b>  |         |         |         |            |            |        |
| Total households   | 51 411  | 58 119  | 63 352  | 67 339     | 87 784     | 83 874 |
| Households below minimum service level                             | .       | .       | 10      | 10         | 10         | 10     |
| Proportion of households below minimum service level               | 0%      | 0%      | 0%      | 0%         | 0%         | 12%    |
| <b>Informal Settlements</b>  |         |         |         |            |            |        |
| Total households   | 61      | 69      | 84      | 84         | 84         | 74     |
| Households below minimum service level                             | 9       | 8       | 8       | 10         | 10         | 10     |
| Proportion of households below minimum service level               | 15%     | 12%     | 10%     | 12%        | 12%        | 14%    |

| Employees: Solid Waste Magement Services |            |            |            |                                  |                                   |
|--|------------|------------|------------|----------------------------------|-----------------------------------|
| Job Level                                | 2013/2014  | 2014/2015  |            |                                  |                                   |
|  | Employees  | Posts      | Employees  | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|  | No.        | No.        | No.        | No.                              | %                                 |
| 0 - 3                                    | 1          | 1          | 1          | 0                                | 0%                                |
| 4 - 6                                    | 5          | 5          | 5          | 0                                | 0%                                |
| 7 - 9                                    | 6          | 8          | 6          | 2                                | 25%                               |
| 10 - 12                                  | 28         | 34         | 28         | 8                                | 24%                               |
| 13 - 15                                  | 1          | 3          | 1          | 2                                | 67%                               |
| 16 - 18                                  | 179        | 188        | 179        | 14                               | 7%                                |
| 19 - 20                                  |            |            |            |                                  |                                   |
| <b>Total</b>                             | <b>220</b> | <b>239</b> | <b>220</b> | <b>26</b>                        | <b>11%</b>                        |

| <b>Financial Performance Year 2014/15: Solid Waste Management Services</b> |                |                        |                          |               |                           |
|--|----------------|------------------------|--------------------------|---------------|---------------------------|
| <b>R'000</b>   |                |                        |                          |               |                           |
| <b>Details</b>   | <b>2013/14</b> | <b>2014/15</b>         |                          |               |                           |
|  | <b>Actual</b>  | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance to Budget</b> |
| <b>Total Operational Revenue</b>   | 58 119         | 67 339                 | 87 784                   | 81 814 714    | 18%                       |

### 3.5 HOUSING

#### INTRODUCTION TO HOUSING

Whilst housing is a concurrent legislative competence of national and provincial government in terms of Schedule 4, Part A of the Constitution (1996), the pivotal role of the local sphere in ensuring horizontal and vertical integration of human settlement delivery is acknowledged in housing-related legislation and policy.

The Govan Mbeki Municipal Housing Sector Plan (GMM MHSP) has been revised and approved by council. The transversal waiting list is on the Agenda for council awaiting approval so that it can be placed on the Municipality website for viewing. The draft GMM MHSP demonstrates the municipality's plans, budget and organizational capacity to deliver on this mandate, in a progressive and value-adding manner.

The objectives of the Govan Mbeki Municipal MHSP are as follows:

- That human settlements planning reflects a broad range of community level needs and concerns and is based on credible data;
- The alignment of the municipality's plans with national and provincial human settlements plans and priorities
- To undertake human settlements planning as part of a broader, integrated and proactive urban management strategy of the municipality;
- To provide detailed human settlements projects plans within a clear implementation and funding strategy;
- To develop an institutional structure and unpack clear roles and responsibilities of relevant stakeholders critical to achieving integrated human settlements planning;
- To incorporate concepts of migration, local economic development, in the overall development of human settlements
- To provide a clear monitoring and evaluation framework for the human settlements function; and
- To develop a clear communications plan.

The Govan Mbeki Municipal Housing Sector Plan (GMM MHSP) comprised of the following components:

- Housing Allocation Policy
- Migration Strategy
- Migration Policy
- Comprehensive Housing Needs Analysis (Transversal Waiting List)
- Human Sector Development Plan : PPP Strategy
- Integrated Human Settlement Sector Plan

The National Department of Human Settlement has introduced new housing data registry which replaces the housing waiting. It is called **National Housing Need Registry (NHNR)**

NHNR operates/work as a single integrated database that stores data for potential housing beneficiaries. The NHNR intends to reduce discrepancies through better control, consistent practices and improved management systems of potential beneficiaries

This information / data will assist in the administering housing programmes. This exercise entailed to invite or together all the community of Govan Mbeki Local Municipality from various part of regions to come and fill in the forms through ward councils and CWDs and other municipality officials to get information from the community for the purpose of the data as far the housing need is concerned within the municipality.

The process of providing basic services to informal settlements are in line with the policy for the development of informal settlements. Upgrading of informal settlements is an ongoing exercise for the municipality.

Since 2012, the Municipality has been experiencing land invasions on small and large scales.

Most of the land invasions were happening in Emzinoni, Embalenhle and Kinross. The municipality obtained several eviction orders to deal with the existing evictions. Monthly Monitoring and reporting of illegal land invasion are also done by the Housing section.

| <b>CONTRACTOR PERFORMANCE 2015/2016 HOUSING PROJECTS</b> |                          |                    |                 |  |
|--|--------------------------|--------------------|-----------------|--|
| <b>PROJECT TYPE</b>                                      | <b>TOTAL ALLOCATIONS</b> | <b>COMPLETIONS</b> | <b>NOT DONE</b> | <b>CHALLENGES</b>  |
| SLP  | 05 units                 | 0                  | all             | The contractor has established site just and will start anytime. |
| ISUP   | 500                      | 500                | 0               |  |
| ISUP   | 110                      | 102                | 11              | The scale of the contractor has been downscaled.                 |
| ISUP   | 500                      | 281                | 71              | Local business people delaying the project.                      |
| ISUP   | 400                      | 313                | 87              | Started with many slaps and now they are busy                    |
| ISUP   | 33                       | 33                 | 0               | Project completed  |
| ISUP   | 31                       | 31                 | 0               | Project completed  |
| ISUP   | 289                      | 0                  | 227             | The contractor is on site but the progress is slow               |



| Percentage of households with access to basic housing |  |                                     |   |
|---|--|-------------------------------------|---|
| Year end  | Total households<br>(including in formal<br>and informal<br>settlements) | Households in formal<br>settlements | Percentage of HHs<br>in formal<br>settlements |
| 2013/2012   | 70000  | 30367                               | 43.38   |
| 2012/2013   | 74589  | 32968                               | 44.19   |
| 2013/2014   | 76467  | 34784                               | 45.48   |
| 2014/2015   | 78688  | 36464                               | 46.33   |
| 2015/2016   | 80000  | 38485                               | 48.10   |

### COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

For thousands of people within the Govan Mbeki Municipality, a place to call home: remains out of reach, and a dream. The strategic direction of the municipality is to make this dream, a reality with the simple statement: *Ayikho Indawo Eyedlula Ikhaya Lakho* translated means *There is no place better than home*.

Govan Mbeki Municipality, endeavors to give effect to above statement, by ensuring that the delivery of human settlements, is an integrated and sustainable process. To achieve this, there needs to a cohesive relationship between the public and private sector, and continuous community involvement.

It is worth noting that the municipality is not immune to the trends in urban settlements, and research by the Institute of Race Relations has shown that the proportion of people living in urban areas has increased from 52 % in 1990 to 62% in 2012.

Likewise there has been rise in informal settlements between 2002 and 2012, from 52.9% to 54.5%. It is not possible to eradicate the blight of informal settlements, however it may be possible to relieve the current burdens of informal settlement conditions and upgrading the area to more habitable integrated human settlements.

### 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

#### INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Section 97(1)(c) of the Municipal Systems Act requires municipalities to formulate an Indigent Policy that is consistent with Council's rate and tariff policies and also meets the requirements of S152 of the Constitution.

The Government allocates revenue via the Division of Revenue Act (DoRA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services.

A debtor may be registered as indigent if she/he meets the following conditions:

- The applicant must be a natural adult person.
  - The gross total monthly household income of all persons ordinarily residing at the premises concerned from all sources may not exceed an amount as may be determined by the council from time to time.
  - The applicant may not own, either on her/his own or together with other persons, more than one fixed property.
  - The applicant must ordinarily reside at the premises concerned

Upon receipt and approval of an application form enlisted consumers will qualify for the following services levels:

#### Electricity

- Residential Consumers who purchase less than 150kwh in total per month on average will receive the first 50kwh, bringing the total electricity provided to a maximum of 200kwh per month, on a zero-based tariff, or as determined by Council from time to time.
- The electricity purchased of 150kwh per month is an average measured over the twelve months up to June of the completed financial year.

#### Water

- Consumption is charged at the normal household tariff, which already include free six (6) Kiloliters per month.
- A restriction of 10 kl per month shall be applicable to registered indigents. Where the restriction of 10 kl per month is exceeded repeatedly for a period of two months in a calendar year a restricted metered service will be installed to limit the water consumption to 10kl.
- A registered indigent may apply for a temporary suspension of the water restriction in writing under special circumstances such as funerals and other ceremonies. The applicable reconnection fees will be payable.

#### Assessment Rates

- The first 60 000 of the property value of residential households is exempted from tax.
- Registered indigents will get a 100% rebate on assessment rates.

#### Refuse Removal

- The refuse removal rate in respect of indigents will be fully discounted.

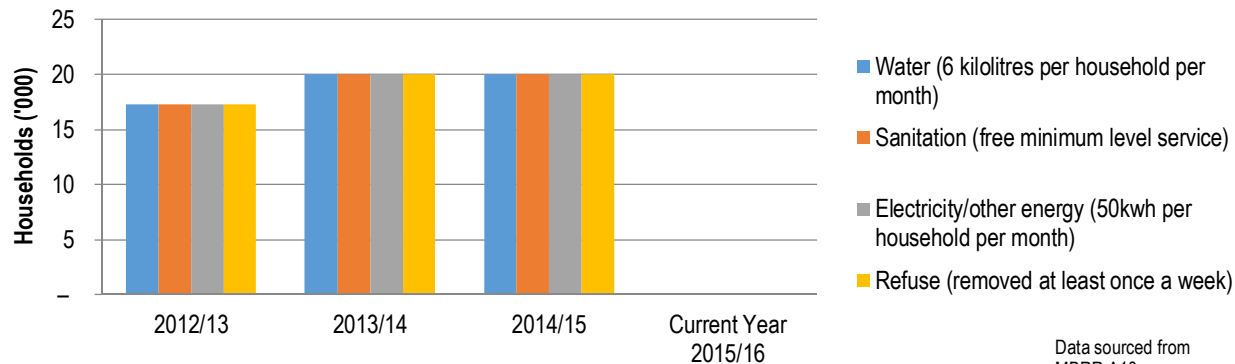
#### Sewerage

- The sewerage rate in respect of indigents will be fully discounted.

#### Limitations

- The above free issues and discounts are based on the expected equitable Share to be paid to Council by National Treasury annually. The annual adjustment to these benefits is subject to the increase in the Equitable Share

## Free Basic Household Services



### Free Basic Services To Low Income Households

|         | Number of households |   |                  |      |                       |      |                        |      |                   |      |
|---------|----------------------|---|------------------|------|-----------------------|------|------------------------|------|-------------------|------|
|         | Total                | Households earning less than R2,200 per month |                  |      |                       |      |                        |      |                   |      |
|         |                      | Total   | Free Basic Water |      | Free Basic Sanitation |      | Free Basic Electricity |      | Free Basic Refuse |      |
|         |                      |   | Access           | %    | Access                | %    | Access                 | %    | Access            | %    |
| 2013/14 | 20 186               | 20 186  | 20 186           | 100% | 20 186                | 100% | 20 186                 | 100% | 20 186            | 100% |
| 2014/15 | 20 025               | 20 025  | 20 025           | 100% | 20 025                | 100% | 20 025                 | 100% | 20 025            | 100% |
| 2015/16 | 8 970                | 8 970   | 8 970            | 100% | 8 970                 | 100% | 8 970                  | 100% | 8 970             | 100% |

### Financial Performance 2016: Cost to Municipality of Free Basic Services Delivered

| Services Delivered             | Year - 2014/2015  | Year 2015/2016    |                   |                   |                    |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|                                | Actual            | Budget            | Adjustment Budget | Actual            | Variance to Budget |
| Water                          | 17 854 628        | 10 756 226        | 10 756 226        | 8 385 500         | -28%               |
| Waste Water (Sanitation)       | 10 412 814        | 8 558 729         | 8 558 729         | 5 715 092         | -50%               |
| Electricity                    | 4 105 401         | 13 413 448        | 13 413 448        | 400 167           | -3252%             |
| Waste Management (Solid Waste) | 20 009 100        | 13 233 193        | 13 233 193        | 10 465 486        | -26%               |
| Property rates                 | 826 778           | 3 502 312         | 3 502 312         | 376 410           | -830%              |
| Pauper burial                  | 11 620            | 78 815            | 78 815            | 33 795            | -133%              |
| <b>Total</b>                   | <b>53 220 341</b> | <b>49 542 723</b> | <b>49 542 723</b> | <b>25 376 450</b> | <b>-95%</b>        |

## COMPONENT B: ROAD TRANSPORT

### 3.7 ROADS

The section is Roads and Stormwater which deals with maintenance of roads and Stormwater systems. The municipality does not have transport section. The objective of the section is to provide trafficable road network within the municipal area through maintenance of the existing roads and eradication of gravel roads

#### INTRODUCTION TO ROADS

The GMM has approximately 505 km of tarred roads and 398km of gravel/ dirt roads,

With regards to gravel roads the GMM has a limited number of equipment which has been the challenge for the last 5 years. The priority was to make all our roads trafficable, to overcome the challenge of limited equipment was to hire the equipment from service providers but again it did not give a massive impact due to insufficient funding. Regarding tarred roads most of our roads have reached their lifespan therefore they can no longer be maintained, they need to be reconstructed.

The maintenance part of those roads that can still be maintained was also a challenge due to personnel shortage, the measures taken to overcome the challenge was to hire service providers for roads maintenance (patching and resealing), however the impact was not big again due to insufficient funding, what has been done was equivalent to what was available in terms of funding.

Within GMM there are a number of roads that belongs to Province and those belonging to National.

Roads and stormwater section have developed Pavement Management System (PMS) which is used to on maintenance of paved roads and again a ward based programme developed to assist in maintenance of Gravel roads maintenance and stormwater system. Main roads at three towns have been successfully resealed and most of the gravel roads have been regravelled and made trafficable. These service providers have been appointed on a three year contract to assist in maintenance of paved roads and other service providers to be appointed on a three contract to assist on maintenance of gravel roads on an as and when required basis for both the appointed and to be appointed

| Gravel Road Infrastructure |                    |                              |                              |  |
|----------------------------|--------------------|------------------------------|------------------------------|--|
|                            | Total roads gravel | New roads gravel constructed | Gravel roads upgraded to tar | Kilometers<br>Gravel roads graded/maintained |
| 2012/2013                  | 398                | 0                            | 4.61                         | 200  |
| 2013/2014                  | 398                | 0.4                          | 0                            | 232  |
| 2014/2015                  | 398                | 0                            | 7.8                          | 241  |
| 2015/2016                  | 398                | 0                            | 0                            | 140.3km Grading & regravelling               |

| Tarred Road Infrastructure (Kilometers) |                    |               |                              |                               |                              |
|---|--------------------|---------------|------------------------------|-------------------------------|------------------------------|
|   | Total tarred roads | New tar roads | Existing tar roads re-tarred | Existing tar roads re-sheeted | Tar roads maintained         |
| 2012/2013                               | 509                | 4.61          | 0                            | 0                             | 15                           |
| 2013/2014                               | 509                | 0             | 1.6                          | 0                             | 17                           |
| 2014/2015                               | 517                | 7.8           | 5                            | 4                             | 19                           |
| <b>2015/2016</b>                        |                    |               |                              |                               | 4630m of roads rehabilitated |

| Cost of Construction/Maintenance<br>R'000 |              |            |            |             |              |            |
|---|--------------|------------|------------|-------------|--------------|------------|
|   | Gravel       |            |            | Tar         |              |            |
| Year                                      | New          | Gravel-Tar | Maintained | Tar New     | Reworked     | Maintained |
| 2012/2013                                 | 420 000p/km  | 5 000 000  | 300 000    | 5 million   | 2 5 million  | 700 000    |
| 2013/2014                                 | 4800 000p/km | 5 200 000  | 370 000    | 5.2 million | 2.6 million  | 800 000    |
| 2014/2015                                 | 550 000p/km  | 5.500 000  | 450 000    | 5.5 million | 2.75 million | 950 000    |
| 2015/2016                                 |              |            |            |             |              |            |

| Employees: Road Services 2014/2015 |               |            |               |                                      |                              |
|------------------------------------|---------------|------------|---------------|--------------------------------------|------------------------------|
| Job Level                          | Employees No. | Posts No.  | Employees No. | Vacancies(full time equivalence) No. | Vacancies(as a % of total) % |
| 0-3                                | 1             | 1          | 1             | 0                                    | 0                            |
| 4-6                                | 6             | 7          | 6             | 1                                    | 14                           |
| 7-9                                | 7             | 17         | 7             | 10                                   | 59                           |
| 10-12                              | 12            | 35         | 12            | 23                                   | 66                           |
| 13-15                              | 27            | 32         | 27            | 5                                    | 16                           |
| 16-18                              | 47            | 104        | 47            | 57                                   | 55                           |
| <b>Total</b>                       | <b>100</b>    | <b>196</b> | <b>100</b>    | <b>96</b>                            | <b>49</b>                    |

### **3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)**

Public transport in the area is road based and centres on bus and minibus taxi transport. Rail services are exclusively dedicated to freight.

Informal taxi ranks are scattered around the towns. Bus transport is primarily rendered on a contract basis to Sasol Mines, while there is also a non-subsidised bus service to most schools in the area.

The Mpumalanga Province Department of Roads and Transport is responsible for the provincial road network which extends throughout the municipal area and which includes the following regional roads:

- The R50, linking Standerton to the south with Delmas to the northwest through Leandra.
- The R547, linking Middelburg to the north with the R23 between Standerton and Greylingstad to the south through Kinross.
- The R546, from Kinross to Standerton.
- The R545, from Bethal to Ogies.
- The R38, linking Hendrina in the north to Standerton in the south through Bethal.
- The R580, linking Kriel and Delmas with Secunda
- The R544, branching off the R35 north of Bethal towards the northwest.

Generally the provincial roads are in a fair condition. Resealing and pothole repairs take place on an ongoing basis, and with a few exceptions regional mobility is not seriously impaired. Local roads in the urban areas are maintained by the municipality.

The integrated transport plan compiled by Gert Sibande District Municipality should be updated.

### **3.9 WASTE WATER (STORMWATER DRAINAGE)**

#### **INTRODUCTION TO STORMWATER DRAINAGE**

Stormwater drainage forms part of the roads section which the personnel working under roads, also works under stormwater drainages. The municipality is the process of developing the stormwater management system (SMS) of which will be in 3 phase due to financial constraints. Phase 1 of SMS has been completed. A ward base programme ben developed as well as the hotspot programmes (for rainy season) which are being used to maintain the stormwater system. The programmes have a huge impact at wards of the municipality and flooding have reduced tremendously during the past years.

Regular maintenance of stormwater drainage system on informal and formal settlement is done and is proven to be working hence most of the drainage systems within the municipality are earth drainages.

| Stormwater Infrastructure |                           |                         |                              | Kilometers                     |
|---------------------------|---------------------------|-------------------------|------------------------------|--------------------------------|
| Year                      | Total Stormwater measures | New Stormwater measures | Stormwater measures upgraded | Stormwater measures maintained |
| 2012/2013                 | 540                       | 0                       | 0                            | 540                            |
| 2013/2014                 | 540                       | 0                       | 0                            | 540                            |
| 2014/2015                 | 540                       | 0                       | 0                            | 540                            |
| 2015/2016                 |                           |                         |                              |                                |

| Cost of Construction/Maintenance |                     |          |            | R'000 |
|----------------------------------|---------------------|----------|------------|-------|
| Year                             | Stormwater Measures |          |            |       |
|                                  | New                 | Upgraded | Maintained |       |
| 2012/2013                        | 1900 p/km           | 600 p/km | 280 p/km   |       |
| 2013/2014                        | 2000 p/km           | 700p/km  | 330 p/km   |       |
| 2014/2015                        | 2100/km             | 900      | 420 p/km   |       |
| 2015/2016                        |                     |          |            |       |

| Employees: Stormwater Services 2014/2015 |               |           |
|--|---------------|-----------|
| Job Level                                | Employees No. | Posts No. |
| 0-3                                      | 1             | 1         |
| 4-6                                      | 5             | 8         |
| 7-9                                      | 9             | 21        |
| 10-12                                    | 4             | 8         |
| 13-15                                    | 49            | 138       |
| 16-18                                    | 63            | 147       |

| Financial Performance Year 0: |            |                 |                   |            |                    |
|-------------------------------|------------|-----------------|-------------------|------------|--------------------|
| Stormwater Services           |            | 2014/201 5      |                   | R'000      |                    |
| Details                       | Year1      | Year 0          |                   |            |                    |
|                               | Actual     | Original Budget | Adjustment Budget | Actual     | Variance to Budget |
| Total Operational Revenue     | 46 217 095 | 95 259 662      | 0                 | 52 217 095 | 49 042 567         |
| Expenditure                   |            |                 |                   |            |                    |
| Employees                     | 17 551 866 | 20 841 568      | 0                 | 20 841 568 | 3 289 702          |
| Repairs and maintenance       | 2 000 000  | 5 298 224       | 0                 | 5 298 224  | 3 298 224          |
|                               |            |                 |                   |            |                    |

## COMPONENT C: PLANNING AND DEVELOPMENT

### 3.10 PLANNING

Govan Mbeki Municipality's long-term strategy, outlined in the Govan Mbeki Spatial Development Framework 2014 document, sets out goals for the Municipality - including reducing urban sprawl, improving bylaw enforcement, creating well-defined Towns within its jurisdiction, improving sectorial clustering and fostering a well-defined urban boundary.

These goals directly influence the work of the Land Use Management and Spatial Planning Section within the broader Planning and Development Department of the Govan Mbeki Municipality, which has the following vision for its entire area of jurisdiction "A Model City and Centre of Excellence that Promote creativity, prosperity, learning, growth, vibrancy, cultural diversity and a bright future for all".

With the above mission and vision in mind, the Land Use Management and Spatial Planning Section has further defined its role in achieving the mission and vision and to ensure compliance to all National and Provincial Legislation related to the Spatial Planning and Land Use Management Act, August 2013. The Land Use Management and Spatial Planning Section will ensure that spatial form and functionality that embraces the principles of integration, efficiency and sustainability, and realises tangible increases in accessibility, amenity, opportunities and quality of life for all communities, especially the poor".

The Land Use Management and Spatial Planning Section is the key to spatial and settlement transformation within the Govan Mbeki Municipal Area of Jurisdiction, creating:

- a city with an urban form that is efficient, sustainable and accessible;
- a city with a quality urban environment providing for integrated and sustainable settlements and well-designed urban spaces;
- an appropriate and efficient land use system that facilitates investment and continuous regeneration;
- effective urban management to ensure maintenance of appropriate standards of safety, cleanliness and orderliness across the Municipal area; and
- an efficient and effective spatial information service that meets the standards of a world-class African city.

According to its mandate, the section is responsible for the implementation of the Municipal Spatial Development Framework and to further ensure compliance to the National Spatial Planning and Land Use Act. Both the National Spatial Development Perspective and the Mpumalanga Provincial Spatial Development Framework inform the Govan Mbeki Spatial Development Framework.

The Spatial Development Framework calls for development and investment to be structured along nodes and mobility routes, to improve urban efficiencies and functionality.

### SPATIAL PLANNING

The main purpose of Spatial Planning is to address racial imbalances in South Africa which had an effect to Black communities. Its purpose is to provide framework for the spatial vision and form of Govan Mbeki Local Municipality. Spatial Planning's objectives are as follows:



- To provide a framework for Spatial Planning.
- Specify relationship between Spatial Planning and Land Use management.
- To provide for inclusive, developmental, equitable and efficient spatial planning.
- To provide for a framework for the monitoring, coordination and review of spatial planning system.
- To address past spatial imbalances.
- To provide for the facilitation and enforcement of spatial development measures
- The Section managed to finalise the review of the Spatial Development Framework for GMM and was approved by Council in March 2014 (Resolution A21/03/2014).

| <b>Town</b> | <b>Ext</b> | <b>Number of Stands</b> | <b>Status</b> |
|-------------|------------|-------------------------|---------------|
| Kinross     | 30         | 492                     | Proclaimed    |

## **GEOGRAPHIC INFORMATION SYSTEM (GIS) DIVISION**

The GIS section were officially established and set into operation as from July 2014.

The purpose of the GIS section is to provide and build and maintain a geographical information system within the Govan Mbeki Municipality. The section provides the platform for all participating departments and sections for the purpose of development, maintenance, planning, integrated support systems and a web based information system.

The GIS office seeks to build relations with other Governmental organizations and institutions in order to build on the existing platform.

The Memorandum of Understanding between GSDM and Govan Mbeki Municipality (GMM) bared fruit in terms of the following:

- Support related to renewal of software License fees.
- Provision of essential supporting software.
- Providing basic training that is software specific and advanced training to specialist personnel.

Key personnel are associated with GISSA to engage with key role-players within the GIS environment.

One of the key GIS personnel has been identified and were send for essential training. This will continue with support from the municipality and GSDM until formal qualification has been achieved and registered at professional body.

The in-house focus was to correct prior identified gaps and reassess to identify shortfalls between;  
- a) financial data, b) valuation roll data, c) Land use management data (RegLur), and d) GIS information.

A service provider (Afrigis (Pty) Ltd) was appointed prior to the financial year and a 3 year service Level Agreement was signed. The service provider assisted mainly with the updating of the cadaster, and approximately 14 000 land parcels were investigated for correctness, and 2 200 new land parcels were added.

The newly established BussApp for Building control and Town planning applications is linked to the GIS and dependent to up to date information.

The GIS section plays a leading role in the street naming and numbering exercise. Various streets lack names and numbers which is necessary to assist in the drive to provide formal addresses and restore dignity to the residents of affected areas.

Various other information sets has been loaded on the GIS, which includes: - a) Ward boundaries, b) Extension boundaries, c) Aerial Photography d) Road center lines, e) Land use scheme, f) Urban designs, g) Contours, and more.

Maps are created with information sets as mentioned above and are made available to the public, other institutions and municipal departments through the Reprographic office.

New data sets and integrations with systems are planned for the new financial year to expand the support service to municipal management.

## LAND USE MANAGEMENT DIVISION

Land Use Management includes the following:

- Specify relationship between Spatial Planning and Land Use management.
- To provide for inclusive, developmental, equitable and efficient Land Use Management.
- To provide for a framework for the monitoring, coordination and review of Land Use Management.
- To address past land use imbalances.
- To provide for the facilitation and enforcement of land Use measures

The purpose of Land Use Management planning is to cater for development to take place in a predictable manner in order to enhance the living quality of the residents, but also to cater for progress in the Govan Mbeki Municipal Area as a whole. The Land Use Management Planning Division is responsible for the processing of applications for development (by means of amendment of scheme, land use applications, subdivision and consolidation of properties, amendment of conditions of approval and removal of restrictive title conditions), farm subdivisions, scrutinising of building plans for compliance with Land use Zone and Bulk regulations/ zoning parameters and attending to illegal land uses.

The applicable legislation in terms of which Land Use management is executed is the Spatial Planning and land Use Management Act (Act 16 of 2013) [SPLUMA], the most important instrument in land use management is the The Govan Mbeki Spatial Planning and Land Use Management By-Law that was promulgated on 13 November 2015. The existing Land Use Scheme 2010 is a wall to wall scheme and is in operation but need to be re-viewed to make it SPLUMA compliant.

The Govan Mbeki Land Use Land Use Scheme will re-viewed and is planned be a 3-year project in which the public will also be involved and is to be completed by the end of June 2018.

| <b>Applications for Land Use Development</b> |                                   |               |                                      |               |                         |               |
|--|-----------------------------------|---------------|--------------------------------------|---------------|-------------------------|---------------|
| <b>Detail</b>                                | <b>Formalisation of Townships</b> |               | <b>Land Development applications</b> |               | <b>Built Enviroment</b> |               |
|  | <b>Year - 1</b>                   | <b>Year 0</b> | <b>Year -1</b>                       | <b>Year 0</b> | <b>Year -1</b>          | <b>Year 0</b> |
| Planning application received                |                                   | 1             |                                      | 107           |                         |               |
| Determination made in year of receipt        |                                   | 1             |                                      | 71            |                         |               |
| Determination made in following year         |                                   |               |                                      |               |                         |               |
| Applications withdrawn or rejected           |                                   | 0             |                                      | 24            |                         |               |
| Applications outstanding at year end         |                                   | 0             |                                      | 12            |                         |               |

## **BUILDING CONTROL DIVISION**

The main purpose for Building Control is to process and assess new building plan applications, to monitor building work, to act against unauthorised building activities and to promote an orderly and safe building development that will benefit and promote the living environment of the citizens of Govan Mbeki Municipal area.

A total of **1434** building plan applications were received during the financial year. In total **1331** building plan approvals were issued. **103** Building plan applications were at different stages of evaluation, but not finalized at year end. The estimated building cost of the approved building plan applications amounts to **R 755 504 501-00**.

A total of **1844** inspections, consisting of commencement inspections, progress inspections, completion inspections and complaint inspections were undertaken by the building inspectors in the last financial year, and **793** occupancy certificates were issued.

### **3.11 LOCAL ECONOMIC DEVELOPMENT.**

Govan Mbeki Municipality LED strategy seeks to launch a fight against the tripple challenges of poverty,unemployment and inequality. The LED strategy document and its implementation plan was completed and adopted by council.

The Strategy seeks to achieve social cohesion as per the provisions of the national development plan (NDP) cycle of development which presupposes that the ultimate goal for development is social cohesion through formulation and implementation of focused programmes,projects and policies to achieve economic growth,poverity eradication,employment creation and rising living standards.

The strategy therefore has a number of programmes refered to as pillars or development thrusts i.e. Industrialisation,tourism development,warehousing and logistics,education,skills and capacity building,Marketing and Investments promotion,the last programme, pillar or development thrust is around cross cutting activities e.g. urban and rural development,housing development,infrastructure development and HIV/AIDS matters.

A total of 131 Jobs were created through LED Initiatives for the year under review as well as a total of 141 SMMEs/ Co-operatives who were trained. The appointment of the service provider to conduct a feasibility study for the establishment of the Industrial Park was concluded.And a total of 97 business licences concluded and issued.

## **SOCIAL AND LABOUR PLANS**

Social and plans are dictated by the Minerals and Petroleum Resources Development Act, Act 28 of 2002.The said Act requires that mining houses must invest in communities where they operate and their Labour sending areas through projects that seeks to address socio-economic challenges, poverty, underdevelopment and local economic development in general.

A total of twenty two (22) projects have been identified from the IDP document and agreed to by the mining houses for implementation, eight (08) are completed, six (06) are under implementation and the rest are undergoing the internal scrutiny.

The following projects were completed.

- Construction of the Leandra fire station
- Construction of phase two Embalenhle Bridges
- Internship Programme
- Sewer Reticulation Leandra
- Enterprise Development (Bakery Embalenhle)
- Storm Water Upgrade Embalenhle ext. 10
- Sewer Reticulation Bethal
- Phase two Sewer Network at Embalenhle ext. 26

The following projects are under implementation.

- Lebohang/Leandra storm-water channel phase 2 Ext 10-12
- Upgrade Sewer Network at Bethal
- Charl Cilliers Multipurpose Centre
- Sakhisizwe Bridge-17 Sakhisizwe Farm.
- Construction of a Community Hall Emzinoni
- Houses EXT.13 Emzinoni

**SLP PROGRESS ENDING JUNE 2016**

| <b>No</b> | <b>Project Name</b>                                | <b>FY</b> | <b>Approval status</b> | <b>Ward</b>        | <b>Funding Source</b> | <b>Amounts</b> | <b>Progress Status</b> |
|-----------|--|-----------|------------------------|--------------------|-----------------------|----------------|------------------------|
| 1         | Construction of a fire station                     | 2014-2015 | Approved               | 1 -Ext.1           | Sasol                 | R 8 000 000    | Completed              |
| 2         | Sewer Reticulation                                 | 2014-2015 | Approved               | Ward 19 Ext 26     | Sasol                 | R 8 000 000    | Completed              |
| 3         | Enterprise Development(Bakery and confectionery)   | 2014-2015 | Approved               | 12- Ext 14         | Pan African Resources | R 2 000 000    | Completed              |
| 4         | Storm water channel upgrade ext 10 Emba.           | 2014-2015 | Approved               | 20- Ext 10         | TCSA                  | R 3 350 000    | Completed              |
| 5         | Internship Programme                               | 2014-2015 | Approved               | All                | Pan African Resources | R 300 000      | Completed              |
| 6         | Construction of phase two Embalenhle foot bridges. | 2014-2015 | Approved               | 10,12,14,20, 31,32 | Sasol                 | R 1 200 000    | Completed              |
| 7         | Sewer Reticulation-Leandra                         | 2014-2015 | Approved               | Ward 2 Ext 16      | Anglo Coal            | R 18 304 882   | Completed              |
| 8         | Sewer Reticulation-Emzinoni                        | 2015-2016 | Approved               | 28,27,15           | Anglo Coal            | R 5 600 000    | Completed              |

| SLP PROGRESS ENDING JUNE 2016 |   |           |                 |                           |                |             |  |
|-------------------------------|---|-----------|-----------------|---------------------------|----------------|-------------|--|
| No                            | Project Name  | FY        | Approval status | Ward                      | Funding Source | Amounts     | Progress Status  |
| 9                             | Phase 2 construction of storm water channel in Leandra.       | 2016-2017 | Approved        | 3 -Ext. 10-12             | Sasol          | R 1 200 000 | Project commenced in June 2016.  |
| 10                            | Construction of a multi-purpose Centre                        | 2016-2017 | Approved        | 10 . Charl-Cilliers       | Sasol          | R 4 000 000 | Project to commence in July 2016.  |
| 11                            | Sakhisizwe bridge   | 2016-2017 | Approved        | 17- Sakhisizwe Farm       | Sasol          | R 4 000 000 | Project to commence in July 2016.  |
| 12                            | Houses EXT.13 Emzinoni  | 2016-2017 | Approved        | 26- Ext 13                | Sudor Coal     | R 4 400 000 | Project to commence in August 2016   |
| 13                            | Construction of a Community Hall Emzinoni                     | 2016-2017 | Approved        | Ward 26 Ext23             | Shanduka Coal  | R1 500 000  | SDP submitted and approved.<br><br>Letter of complaint submitted to DMR, mediation meeting will be rescheduled by DMR in 2016. |
| 14                            | Boreholes   | 2016-2019 | Agreed          | 1 Springbokla agete farms | Shanduka Coal  | R 4 032 579 | N/A  |
| 15                            | Upgrade Thistle Groove Dam and recreation facility around it. | 2016-2019 | Agreed          | 16- Ext 15                | Sasol          | R 4 500 000 | N/A  |

**SLP PROGRESS ENDING JUNE 2016**

| <b>No</b> | <b>Project Name</b>   | <b>FY</b> | <b>Approval status</b> | <b>Ward</b>   | <b>Funding Source</b> | <b>Amounts</b> | <b>Progress Status</b> |
|-----------|---|-----------|------------------------|---------------|-----------------------|----------------|------------------------|
| 16        | Upgrade Library at Kinross                                    | 2016-2019 | Agreed                 | 16- Ext 00    | Sasol                 | R3 000 000     | N/A                    |
| 17        | Storm water channel and roads /electricity upgrade embalenhle | 2016-2019 | Agreed                 | 31-Ext 17     | Anglo Coal            | R11 000 000    | N/A                    |
| 18        | Upgrade Bethal Dam  | 2016-2019 | Agreed                 | 28- Ext 5     | Anglo Coal            | R 3 500 000    | N/A                    |
| 19        | Leandra Sewer Network   | 2016-2019 | Agreed                 | 1 -Ext 1      | Anglo Coal            | R 5 000 000    | N/A                    |
| 20        | Maths and Science project                                     | 2016-2019 | Agreed                 | all           | Anglo Coal            | R 5 000 000    | N/A                    |
| 21        | Paving internal roads Bethal Cemetery                         | 2016-2019 | Agreed                 | 26- Ext. 24   | Overlook Colliery     | R 2 700 00     | N/A                    |
| 22        | Emzinoni pump-station refurbishment.                          | 2016-2019 | Agreed                 | 27- Ext.2,3,9 | Sasol                 | R 6 000 000    | N/A                    |

## OTHER LED INITIATIVES 2015-2016

| No. | LED INITIATIVES                          | PROGRESS ON IMPLEMENTATION   |
|-----|--|--|
| 1.  | Development Investment Incentives Policy | Awaiting council approval  |
| 2.  | Two High Impact Projects                 | <ul style="list-style-type: none"> <li>Fly-Ash Projects Implemented</li> <li>Industrial Park Feasibility study underway</li> </ul> |

| Employees:<br>Local Economic Development Services |           |           |           |                                  |                                   |
|---|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level   | 2014/2015 | 2015/2016 |           |                                  |                                   |
|   | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|   | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3   | 1         | 1         | 1         | 0                                | 0%                                |
| 4 - 6   | 1         | 2         | 1         | 0                                | 50%                               |
| 7 - 9   | 0         | 1         | 0         | 1                                | 100%                              |
|   |           |           |           |                                  |                                   |
| <b>Total</b>                                      | <b>2</b>  | <b>4</b>  | <b>2</b>  | <b>1</b>                         |                                   |

| Capital Expenditure 2015/2016: Economic Development Services |           |                   |                    |                               |                     |
|--|-----------|-------------------|--------------------|-------------------------------|---------------------|
| Capital Projects   | Year 0    |                   |                    |                               |                     |
|  | Budget    | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |
| Total All  |           |                   |                    |                               |                     |
|  |           |                   |                    |                               |                     |
| • Fly-Ash Project  | 4 500 000 |                   |                    |                               |                     |
| • Industrial Park  | 3 000 000 |                   |                    |                               |                     |



## EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Govan Mbeki Municipality participated in the implementation of the Expanded Public Works Programme (EPWP) in 2015/2016 financial year.

The municipal adhered to all the requirements of EPWP guidelines and reported all projects in line with the condition of Incentive Grant. The Executive Mayor signed the Protocol Agreement and the Municipal Manager signed the Incentive Agreement.

| Job creation through EPWP* projects |                   |                                      |
|-------------------------------------|-------------------|--------------------------------------|
| Details                             | EPWP Projects No. | Jobs created through EPWP projects . |
| 2012/2013                           | 07                | 315                                  |
| 2013/2014                           | 09                | 359                                  |
| 2014/2015                           | 18                | 435                                  |
| 2015/2016                           | 15                | 541                                  |

| Community Work Programme |                  |                                       |
|--------------------------|------------------|---------------------------------------|
| Details                  | CWP Projects No. | Jobs Created through CWP Projects No. |
| 2011/2012                | 5                | 300                                   |
| 2012/2013                | 9                | 1200                                  |
| 2013/ 2014               | 09               | 843 (job opportunities)               |
| 2014/2015                | 38               | 1200                                  |
| <b>2015/2016</b>         | 35               | 1100                                  |

| Phezukomkhono Programme |                        |   |
|-------------------------|------------------------|---|
| Details                 | Phezukomkhono Projects | Jobs Created through Phezukomkhono Projects |
| 2011/2012               | 2                      | 34  |
| 2012/2013               | 3                      | 38  |
| 2013/2014               |                        |   |
| 2014/2015               | 3                      | 40  |
| 2015/2016               |                        |   |

The following projects, registered with the Department of Public Works, Expanded Public Works Programme in 2015/16.

| Number | Project Name                          | Project Description  |
|--------|---------------------------------------|--|
| 1.     | Cleaning of Flower Beds               | Clearing of excess weed from the flowerbeds, Cleaning of gardens at municipal properties and planting of flowers were required |
| 2.     | Cemetery Grass Cutting                | Grass cutting and cleaning of cemeteries, parks and open spaces  |
| 3      | Cemetery Register Data Capturing      | Transferring of data from burial orders to cemetery registers  |
| 4      | Human Settlement Data Capturing       | Updating the list of residents on housing waiting list. Capturing data of title deeds issued.                                  |
| 5      | EPWP Data Capturing                   | Capturing data of EPWP employees and keeping files of all EPWP project. Preparing IRS for EPWP.                                |
| 6      | Plumbers Assistance Project           | Assist plumbers with digging of trenches, passing over tools and offer any assistance required                                 |
| 7      | Litter Picking                        | Pick litter on the streets, open spaces and parks  |
| 8      | Road Construction and Maintenance     | Maintenance of storm water channels and streets.   |
| 9      | Building Construction and Maintenance | Maintenance of buildings and caretaker services  |
| 10     | Plumbers Assistance Project           | Assisting municipal plumbers with digging of trenches and tools.   |
| 11     | Cleaning of Stadiums and Halls        | Cleaning halls after functions and preparing venues before events  |
| 12     | Wellnes Programme                     | Aerobics classes to the community members  |
| 13     | Clearing of illegal dumps             | Cleaning illegal dumping spots   |
| 14     | Fire Fighters Assistance              | Cleaning fire extinguishers, equipment and fire stations   |
| 15     | Parks and Open Spaces                 | Grass cutting at Parks and municipal Open Spaces   |

## COMPONENT D: COMMUNITY & SOCIAL SERVICES

### INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The community and social services that the Govan Mbeki Municipality provides, is managed by the Department Community Services. The responsibility of the department is to interact with the community and provide the tangible services that are key for the environment and social lively hood of the community. Maintenance and Development, Sport, Art and Culture, Facilities and Library Services report directly to the Director Community Services.

### 3.12 LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

#### INTRODUCTION TO LIBRARIES

The primary purpose or function of Govan Mbeki Library and information Service (GMLIS) is to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. Our main areas of focus are Access to Information, increment in the number of new library membership, free computer and internet service, and Education and awareness outreach programs:

The number of people accessing our libraries as in June 2016 is 441312. We offer free computer and internet service. This service is offered in conjunction with the Mpumalanga Provincial Library and Information Service (MPLIS). A total of 30616 people utilized our free computer and internet service in the 2015/2016 financial year. The number of new library membership was at 604 in June 2016. Below is a table illustrating the new membership in relation to previous financial year:

One education and awareness program was held at eMbalenhle library in March 2016. This was also a joined venture by the Govan Mbeki Library Service GMLIS) and the Mpumalanga Provincial library and Information Service (MPLIS). A total of 38 holiday programs were also presented. We also offered services for the blind, old age homes and the home-bound twice a week every second week.

| GOVAN MBEKI : LIBRARIES |      |                                     |                                     |
|-------------------------|------|-------------------------------------|-------------------------------------|
| Library name            | Ward | Total new membership<br>(2014/2015) | Total new membership<br>(2015/2016) |
| Secunda                 | 21   | 252                                 | 223                                 |
| eMbalenhle              | 09   | 48                                  | 43                                  |
| Evander                 | 17   | 68                                  | 63                                  |
| Kinross                 | 16   | 16                                  | 20                                  |
| Thistle Grove           | 16   | 36                                  | 32                                  |
| Trichardt               | 25   | 5                                   | 14                                  |
| Bethal                  | 15   | 130                                 | 146                                 |
| eMzinoni                | 27   | 21                                  | 33                                  |
| Milan park              | 28   | 10                                  | 4                                   |
| Lebohang                | 06   | 29                                  | 13                                  |
| Eendracht               | 01   | 7                                   | 13                                  |
| <b>TOTAL:</b>           |      | <b>622</b>                          | <b>604</b>                          |

The municipality also received furniture and stationery from Mpumalanga Provincial Library and Information Service (MPLIS) which are reflected in the below table,

| LIBRARY                      | DESCRIPTION                   | TOTAL NUMBER |
|------------------------------|-------------------------------|--------------|
| <b>GMLIS</b>                 | Spine Repair Tape             | 10 rolls     |
|                              | A3 Papers White               | 300 rims     |
|                              | A4 Papers White               | 150 boxes    |
|                              | A4 papers Yellow              | 10 boxes     |
|                              | A4 papers Green               | 10 boxes     |
|                              | A4 papers Blue                | 10 boxes     |
|                              | A4 papers Pink                | 10 boxes     |
|                              | A4 papers Red                 | 10 boxes     |
|                              | Big Click pens Black          | 163          |
|                              | Big Click pens Red            | 60           |
|                              | Correction Fluid              | 55           |
|                              | Pritt Glue Medium             | 88           |
|                              | Ruler                         | 50           |
|                              | Bostic Pritt Glue 100g        | 22           |
|                              | Flash Drives 8gb              | 11           |
|                              | Pencils HB                    | 80           |
|                              | Arch Lever Files A4           | 36           |
|                              | Scissors                      | 11           |
|                              | A4 laminating plastic pouches | 10 boxes     |
|                              | Puncher small                 | 5            |
| <b>Lebohang Library</b>      | High back chairs              | 4            |
|                              | Steel filing cabinet          | 1            |
| <b>eMbalenhle Library</b>    | Maroon study chairs           | 50           |
|                              | Wooden study tables           | 10           |
|                              | Office chairs                 | 7            |
|                              | Issue Desk Counter            | 1            |
|                              | Book Trolley                  | 1            |
|                              | New Computers                 | 5            |
| <b>Trichardt Library</b>     | Maroon study chairs           | 50           |
|                              | Wooden study tables           | 3            |
|                              | Office chairs                 | 2            |
|                              | Issue Desk Counter            | 1            |
|                              | Steel filing cabinet          | 1            |
|                              | Book Shelves (children)       | 2            |
|                              | Wooden work table             | 1            |
| <b>Thistle Grove Library</b> | Office Chairs                 | 4            |
|                              | Steel filing Cabinet          | 1            |
| <b>Evander Library</b>       | Office Chairs                 | 4            |

#### COMMENTS ON PERFORMANCE OF LIBRARIES

The Library and Information Service Section performed fairly well given the conditions we were operating under. Lack of stock items like photocopy and printing papers, cartridges, toners and the general stationery at stores affected our performance dearly. It is for this result that we had to request assistance from the Mpumalanga provincial library services hence the furniture and stationery table above with items received from DCSR. There was no budget for education and awareness outreach programs hence MPLIS came to our rescue by sponsoring the awareness program held at eMbalenhle library in March 2016.

### 3.13 CEMETERIES AND CREMATORIUMS

#### INTRODUCTION TO CEMETRIES

The Municipality is responsible for managing and maintaining all cemeteries within its boundaries. Cemetery management includes ensuring that all burial taking place at the municipal cemeteries are entered into the register to comply with the provision of Death and Birth Register Act of 1992.

Maintenance includes the upkeep of cemetery by removing excess vegetation and keeping the cemeteries clean. Digging of graves is also part of the functions provided in cemeteries.

#### SERVICE STATISTICS FOR CEMETERIES and CREMATORIUMS

The following table reflect on the status of cemeteries within the municipal environment.

| Cemetery name           | Status | % of capacity used | Estimated life span | Size                   |
|-------------------------|--------|--------------------|---------------------|------------------------|
| Embalenhle old          | closed | 100                | n.a                 | 35 055 m <sup>2</sup>  |
| Embalenhle intermediate | closed | 100                | n.a                 | 156 004 m <sup>2</sup> |
| Embalenhle new          | open   | 10                 | 10 years            | 35 Ha                  |
| Emzinoni old            | closed | 100                | n.a                 | 78 574 m <sup>2</sup>  |
| Emzinoni new            | Closed | 70                 | 10 years            | 135 389 m <sup>2</sup> |
| Morgenzon rd            | open   | 30                 | 8 years             | 147 287 m <sup>2</sup> |
| Bethal                  | closed | 100                | n.a                 | 27 574 m <sup>2</sup>  |
| Lebohang Old            | closed | 100                | n.a                 | 39 950 m <sup>2</sup>  |
| Lebohang Intermediate   | closed | 100                | n.a                 | 81 203 m <sup>2</sup>  |
| Lebohang old (1)        | closed | 100                | n.a                 | 3 831 m <sup>2</sup>   |
| Lebohang old (2)        | closed | 100                | n.a                 | 3 812 m <sup>2</sup>   |
| Lebohang new            | open   | 15                 | 12 years            | 230 903 m <sup>2</sup> |
| Charl Cilliers          | open   | 40                 | 9 years             | 7 805 m <sup>2</sup>   |
| Charl Cilliers farm     |        |                    |                     |                        |
| Evander                 | open   | 45                 | 10 years            | 85 695 m <sup>2</sup>  |
| Kinross Christian       | open   | 99                 | 6 months            | 2 291 m <sup>2</sup>   |
| Kinross Muslim          | open   | 15                 | 12 years            | 15 323 m <sup>2</sup>  |
| Extension 25            | open   | 0                  | 20 years            | 227 193 m <sup>2</sup> |
| Secunda                 | open   | 20                 |                     | 174 868 m <sup>2</sup> |
| Eendracht               | open   | 75                 |                     | 9 589 m <sup>2</sup>   |

## **COMMENT ON THE PERFORMANCE OF CEMETERIES and CREMATORIUMS OVERALL:**

Cemeteries are operated without sufficient information regarding the remaining lifespan and with no records of decision in terms of the Environmental Impact Assessment and Geological studies.

The absence of such led to an abrupt closure of eMzinoni new cemetery due to a bottom rock discovered at various parts of the cemetery and as such digging of graves became a challenge.

In some cemeteries there is constant discovery of underground water which make the burial to have some environmental challenges. It is contemplated to have a Cemetery Master Plan that will *inter alia* furnish the municipality with empirical data on the remaining lifespan for burial space and also providing upfront burial space for future.

It will also conduct the EIA and conduct some Geological Studies to the remaining cemeteries.

## **COMPONENT E: ENVIRONMENTAL PROTECTION**

### **3.15 POLLUTION CONTROL ( AIR QUALITY)**

The Department of Community Services is not performing any air quality functions, as it is a competency of the Gert Sibande District Municipality (GSDM), which is also the licensing authority in terms of the National Environmental Management: Air Quality Act, 2004.

The municipality have no air quality officials, nor do we have any budget or doing any air quality monitoring in the area, except for commenting on reports or attending air quality meetings scheduled by GSDM or SASOL if required.

SASOL have a few air quality monitoring stations within GMM, whereby they monitor specific ambient pollutants and the ambient air quality and report to GSDM on a monthly basis

### **3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)**

The functions of the municipality in this regard includes landscape development and maintenance of open spaces. removal of invader species.

Open space is maintained through grass cutting and pruning of trees. Same was implemented according to the provision of the plan and for as long as there was fuel and machinery. Challenges were faced with shortage of fuels and downtime of machinery. This affected tree pruning.

## **COMPONENT F: HEALTH**

### **3.17 CLINICS**

Not applicable

### **3.18 AMBULANCE SERVICES**

Not applicable

### **3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC**

Not applicable

#### **COMMENT ON HEALTH**

Local municipalities no longer provide health services such as clinics and ambulance services, health inspection services and abattoirs. All service delivery issues raised concerning this component are presented to the stakeholder at provincial level via the department of Co-Operative Governance.

## **COMPONENT G: SECURITY AND SAFETY**

The Department Community Services of the Municipality is responsible for community safety, including traffic control, road safety, firefighting services, law enforcement services related to the control of public nuisances as well as the enforcement of by-laws, and disaster management.

### **3.20 POLICE/ COMMUNITY SAFETY**

#### **INTRODUCTION TO COMMUNITY SAFETY**

Community Safety is responsible for building a safe community, promoting a safe road environment and providing cost effective services to the community.

The section aims to fulfil its obligations contained in the Constitution in a pro-active manner by building a safer community through policing road safety and municipal by-laws, including the delivery and maintenance of services to the community.

Also ensuring safety within in the various communities and also ensuring a healthy and protected environment, Govan Mbeki Municipality, committed itself to maintain high standards of law enforcement services for the safety of all the citizens.

To facilitate these functions, the sub-section is divided in three sections, namely:

- Traffic Management (Traffic Services and By-Law Enforcement)
- Driving Licence Testing Centre
- Vehicle Registration

In terms of traffic management the following activities was done for year under review:

| COMMUNITY SECURITY AND SAFETY           |  |                    |
|---|--|--------------------|
| ACTIVITIES<br>2012/2013                 | ACTIVITIES<br>2015/2016                              | TOTAL<br>2015/2016 |
| Road safety awareness (primary school)  | Road safety education and awareness (primary school) | 193                |
| inspection of vehicles in terms of NRTA | inspection of vehicles in terms of NRTA              | 23 0919            |
| Revenue collection                      | revenue collection                                   | R3, 022 605.91     |
| Accident report received: 90            | Accident report sold: 412                            | R19 500.00         |

| Job Level    | 2014/15   |               | 2015/2016 |               | 2015/2016 |               |                     |
|--------------|-----------|---------------|-----------|---------------|-----------|---------------|---------------------|
|              | Posts No. | Employees No. | Posts No. | Employees No. | Posts No. | Employees No. | Part time employees |
| 0 . 3        | 0         | 0             | 0         | 0             |           | 0             |                     |
| 4 . 6        | 6         | 1             | 9         | 9             |           | 9             |                     |
| 7 . 9        | 8         | 0             | 46        | 46            |           | 59            |                     |
| 10 . 12      | 15        | 1             | 14        | 14            |           | 11            |                     |
| 13 . 15      | 15        | 0             | 0         | 0             |           | 2             |                     |
| 16 . 18      | 21        | 0             | 0         | 0             |           | 2             |                     |
|              | 93        | 2             | 67        | 67            |           |               | 35                  |
| <b>Total</b> |           |               |           |               |           | <b>81</b>     | <b>35</b>           |

| Community Security and Safety                                 |                 |                    |                    |
|---|-----------------|--------------------|--------------------|
| ACTIVITIES<br>2012/2013                                       | TOTAL 2012/2013 | TOTAL<br>2013/2014 | TOTAL<br>2014/2015 |
| Number of dealer stock inspections done                       | 302             | 0                  | 54                 |
| Number of learners licences applications processed and issued | 19566           | 18320              | 26590              |
| Number of driver's license application processed and issued   | 17681           | 25985              | 30152              |
| No of vehicle tested for roadworthiness                       | 1495            | 360                | 426                |
| Number of drivers renewed                                     | 26976           | 18187              | 18146              |



| Employees: Licensing |  |               |                                      |               |                                      |               |                                      |
|----------------------|--|---------------|--------------------------------------|---------------|--------------------------------------|---------------|--------------------------------------|
| Job Level            |  | 2012/13       |                                      | 2013/2014     |                                      | 2014/2015     |                                      |
|                      |  | Employees No. | Vacancies (fulltime equivalents) No. | Employees No. | Vacancies (fulltime equivalents) No. | Employees No. | Vacancies (fulltime equivalents) No. |
| 0 . 3                |  | 1             | 0                                    | 1             | 0                                    | 1             | 0                                    |
| 4 . 6                |  | 1             |                                      | 4             | 1                                    | 4             | 3                                    |
| 7 . 9                |  | 14            | 1                                    | 26            | 7                                    | 12            | 10                                   |
| 10 . 12              |  | 22            |                                      | 2             | 6                                    | 0             | 0                                    |
| 13 . 15              |  | 0             | 1                                    | 2             | 1                                    | 1             | 3                                    |
| 16 . 18              |  | 6             |                                      | 4             | 0                                    | 0             | 0                                    |
| <b>Total</b>         |  | <b>44</b>     | <b>2</b>                             | <b>39</b>     | <b>15</b>                            | <b>17</b>     | <b>16</b>                            |

### 3.21 FIRE SERVICES

#### INTRODUCTION TO FIRE SERVICES

Fire Services derives its legal mandate from Fire Brigade Services Act no 99 of 1987. The Act provides guidelines on the establishment, maintenance, coordination and standardisation of the fire brigades.

The following are primary duties of the Fire Services.

- To conduct fire prevention inspections
- To prevent and minimise loss of life and property due to fire and other dangers.
- To respond to all emergencies incidents eg motor vehicle accident, fire incidents.
- To rescue life and property against fire or any other dangers.
- To conduct fire investigation
- To attend to disaster related incidents

#### CHALLENGES

- Insufficient budget for procurement and maintenance of resources.
- Ageing fleet which is costly to maintain
- Increasing risk within Govan Mbeki Municipality which surpasses the resources.
- Increased number of vulnerable communities to fire due to land invasion.
- Water reticulation is a challenge in some areas eg. Leandra and Bethal
- Poor road terrain which affect response time in the townships.
- 107 number is not fully effective only one line for emergencies.
- Fire Stations including the main station is not fully capacitated it is depended on a backup from other stations.
- Vacant positions not filled.

#### HIGHLIGHTS/ SUCCESSES

- Improved level of accountability within and responsible and disciplined.
- 100% building plans reviewed and commented within 10days (171)
- 53 Fire related Community awareness campaigns conducted
- 1330 fire prevention inspections done
- 88% response to emergency services
- 451 fire incidents attended
- 322 other emergency incidents attended

- 711 Fire extinguishers serviced
- Revenue generation improved from R69 000.00 - R145.334.97
- Fire Hydrants inspected 585

## **COMMENT ON THE PERFORMANCE**

Govan Mbeki Municipality Fire Service is making strides with regards to performance regardless of shortcomings identified.

### **3.22 DISASTER MANAGEMENT**

#### **INTRODUCTION TO DISASTER MANAGEMENT**

Disaster Management is the function mandated by the Disaster Management Act 57 of 2002 which directs that the Municipality must strive to:

- Promote an integrated and coordinated focus in preventing and reducing the risk of disaster.
- Mitigate the severity of disasters.
- Have in place emergency preparedness systems that provide for an effective response to disasters and post disaster recovery.

The unit is located in the Department of Community Services and there is four Key Performance Areas that are giving directives to the operations of Disaster Management. They are as follows,

- Institutional Capacity (Operational Disaster Management Advisory Forum)
- Disaster Risk Assessment (Development of Disaster Management Plan)
- Disaster Risk Reduction
- Response and Recovery

#### **HIGHLIGHTS/ SUCCESSES**

- Operational Disaster Management Advisory Forum
- Operational Interdepartmental Disaster Management Committee
- Level 1 Disaster Management Plan developed
- Annual Disaster Risk Assessment Conducted
- Disaster Awareness Campaigns conducted every quarter
- Disaster Management Dry runs conducted every quarter

#### **COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:**

A Disaster Management Forum comprising of internal as well as external stakeholders was established. The forum meets once per quarter and all issues regarding disaster management are discussed at the meetings. All municipal departments are represented on the forum and all goals are being met.

## COMPONENT H: SPORT AND RECREATION

### INTRODUCTION TO SPORT AND RECREATION

The main function of this business unit within the municipality is to encourage sport, recreation, arts and culture participation and promotion.

#### 3.23 SPORT AND RECREATION

Services Rendered under this component are sports and recreation participation as well as arts and culture promotions.

##### Theatre

- The theatre is governed by Johannes Stegmann Theatre by law
- A proposal requesting for funding was submitted to Sasol for consideration, they prepared a report on situational analysis.
- A request for funding was submitted to National Department of Arts and Culture for the refurbishment of the theatre eg lighting, sound and leaking roof.
- The provincial department of Culture, Sport and Recreation held its commemorative event eg literature and dialogue on social cohesion

##### GEOGRAPHICAL NAME CHANGE

- The duties are informed by the South African Geographic Names Council act 118 of 1998
- The committee sits on monthly basis
- A request for assistance was sent to Evander Gold Mines for the installations of the boardroom and fire stations names.

##### Museum (Nomoya Masilela)

- The duties are informed by the Heritage Council Act 11 of 1999
- The Grap 103 for the management of heritage assets
- Individuals and schools visited the museum
- The Department of Culture, Sport and Recreation will replace the wooden floor.

##### Sport and Recreation

- The duties are informed by National Sport and Recreation act 110 of 1998
- Hosted the Provincial municipal worker tournament
- Attended a Provincial Sports indaba in crafting the Provincial Sport plan.
- Hosted the Regional Golden games for the senior citizen

##### Arts and Culture

- The duties are informed by the National council act no 56 of 1997
- We assisted the National call and mandate to form the Cultural and Creative Industries Federation of SA.

## FACILITIES

### INTRODUCTION

The community Halls/Stadiums are managed by Facilities section under Community Services Department and its main function is to hire out facilities to the community and be kept attractive as much as we can, so that we can achieve the required targets. These facilities are governed in the main by the following legislations,

- Safety at Sports and Recreational Events act 2010.
- Mpumalanga Liquor Licence act 5 of 2006
- Public Amenities by law
- Batho Pele principles
- Terms and condition of hiring of facilities
- Approved Tariffs
- Free use policy
- Service level Agreement

| REGION | REVENUE GENERATING FACILITIES  | NONE REVENUE GENERATING FACILITIES  | REASONS FOR NOT GENERATING REVENUE                  |
|--------|--|---|---|
| 1      | Caravan Park, Nokuthula Simelane Hall, Raymond Mavuso Hall, Station Hall, Banquet Hall.                            | Bethal Dam Hall, EMzinoni Stadium,  | Vandalism/Lack of maintenance/Insufficient security |
| 2      | Lillian Ngoyi Centre, Lillian Ngoyi Stadium, Harry Gwala Lapa, Joe Gqabi Lapa, Pat Njokwana Lapa, Difa Nkosi Hall, | RDP Hall, Lebohang Civic Centre, Bowling Club, Town Hall, Lebohang Stadium. | Vandalism/Lack of maintenance/Insufficient security |
| 3      | Sijongile Ndamase Hall, Emba South Hall, Kgotso Tsotetsi Hall, Risko Fakude Stadium.                               | Ext 12 Netball Court, Floor Daniel mini Stadium                             | Vandalism/Lack of maintenance/Insufficient security |

### SUCCESSSES

- PMU section is in a process of completing the Multipurpose Centre and Regional Park in Bethal which are not yet handed over.
- We have rebuilt the Joe Gqabi Lapa in Evander which is functional but without furniture and equipments.
- The Leslie Bowling Club has been renovated by the insurance after vandalism

### CHALLENGES

- Lack of maintenance
- Lack of security
- Lack of fleet

### THUSONG CENTRES

We have two Thusong Centres ( Tholulwazi Thusong Centre in Leslie and EMzinoni )which are managed and run by Cogta , ours is to repair and maintain them.

## **COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES**

### **INTRODUCTION TO CORPORATE POLICY OFFICES**

The functions in this category are distributed amongst different Departments within the Municipality. Corporate policy issues are handled on a departmental basis depending on the responsibility for specific function. The Department Financial Services is responsible for the financial affairs of the Municipality.

The Department Corporate Services is responsible for the Human Resources as well as Information Technology functions of the Municipality.

The Department is also responsible for rendering general administrative services to the Municipality overall as well as administrative and support services to ensure the effective functioning of Council and its Committees. Specific support services are rendered to the Office of the Mayor, the Mayoral Committee and the Office of the Speaker.

### **3.24 EXECUTIVE AND COUNCIL**

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. The council's role is to debate issues publicly and to facilitate political debate and discussion.

The council plays a very active role in the operations of the Municipality. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

The administration component of Govan Mbeki Municipality is headed by the Municipal Manager.

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA; other functions as provided for in legislation; as well as functions delegated to her by the Executive Mayor and Council. He is supported by a team of three Regional Managers and Five Directors who are all Section 56 Managers reporting directly to him.

### **3.25 FINANCIAL SERVICES**

The Department Financial Services is responsible for the delivery of all financial-related services to the Municipality.

This includes the following:

- Strategic financial guidance.
- Budget, financial statements and related aspects.
- Expenditure management, which includes salaries and wages.

- Income and account services.
- Supply chain management services

The aim of this Department is to keep the financial position of the Municipality stable and to ensure that it will continue to being able to not only meeting its financial commitments but to ensure that economically viable services are rendered to the community on an effective and efficient basis.

To maintain the present high standard of financial services the Municipality must adhere to many acts and other legal prescripts, policies, regulations, etcetera

### **3.26 HUMAN RESOURCE SERVICES**

The Human Resources Management section is a support service and is responsible for the administration of all matters relating to the Municipality's personnel.

This section assists the Municipality in maintaining smooth human resources processes and procedures in compliance with the relevant legislations.

This section is responsible for the following functions:

- Labour relations.
- Recruitment and selection.
- Skills development and training.
- Occupational Health and Safety.
- Leave and fringe benefit administration.
- Employee assistance.

### **3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES**

Information Communication Technology (ICT) is a service delivery enabling unit of the Municipality. The Govan Mbeki Municipality Operates on centralised ICT Systems for billing, prepayment electricity, Library Management system, email and website and other miscellaneous systems all under ICT Administrators.

### **PAPERLESS \ GREEN COUNCIL**

From January 2015 the Govan Mbeki Municipal council went paperless, with laptops and data connectivity devices given to all Councillors. All Council and its committee meetings are conducted without deliveries of paper agendas and minutes.

The transition was very beneficial to the Municipality with regard to cost savings and the speed at which notices, reports and other documents are communicated. The environmental impact is also significant as there is less paper discard after the use of these documents.

## **ICT GOVERNANCE AND DISASTER RECOVERY PLAN**

Systems administration and Governance is performed at an industry standard according to Auditor General's 2015/16 audit.

ICT Governance is strategically directed by 5 policies, ICT Security policies, ICT strategy, Framework and Business Continuity & Disaster Recovery Plan and Laptop Management Security which were approved by council and followed in the day to day operations pertaining to information governance.

## **ICT OPERATIONS AND SERVICES**

There are 3 ICT technicians dedicated to supporting all 518 Municipal PCs and Laptop users. This support function can be a challenge given the vast distances between Municipal Offices. All Pay points operate 6 days a week and the ICT personnel are there to offer support in order to minimize services rendered and Revenue collection.

## **3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES**

### **INTRODUCTION TO LEGAL SERVICES**

Legal Services is located within the Corporate Services Department and is responsible for ensuring that all actions and decisions of Council's structures are compiled to.

The main purpose is to provide professional legal advice and assistance to the Municipality to ensure the proper protection of its interests and compliance with its obligations. Legal Services are responsible for effective and efficient contract management within the Municipality.

Through its supportive and advisory role, Legal Services strengthen the capacity of the Municipality to fulfil its Constitutional and other legislative mandates.

This is achieved by rendering legal services which provides for litigation, compiling and reviewing of by-laws, chairing of disciplinary hearings against officials contravening the disciplinary code, supporting the Speaker on the discipline of Councillors as well as legal advice to Council, the Municipal Manager and Directors.

| CASE MANAGEMENT 2015/2016 |                 |  |                                    |
|---------------------------|-----------------|--|------------------------------------|
| TECHNICAL DEPARTMENT      |                 |  |                                    |
| SECTION                   | NUMBER OF CASES | NATURE OF CASES  | STATUS                             |
| 1. ELECTRICITY            | 5               | 3 cases, the municipality is being sued for electrocution.<br><br>1 case, the Municipality is suing for damage to property.<br><br>1 case, the Municipality is being sued for wrongful disconnection of electricity.   | 4 cases are pending finalisation.  |
| 2. ROADS & STORM WATER    | 18              | 15 case are related to the Municipality being sued for road related accidents<br><br>2 case are related to the damage of telecommunication infrastructure.<br><br>1 case was lodged with the Public Protector against the Municipality for services rendered.                          | 18 cases are pending finalisation. |
| 3. PMU                    | 2               | 2 cases is related to summons issued against the Municipality for standing time.   | 2 cases pending finalisation.      |
| <b>TOTAL</b>              | <b>25</b>       |  |                                    |
| FINANCE DEPARTMENT        |                 |  |                                    |
| SECTION                   | NUMBER OF CASES | NATURE OF CASES  | STATUS                             |
| 1. BILLING                | 9               | 1 cases are related to wrong billing.<br><br>2 cases are related to non-payment for services rendered.<br><br>4 cases is an application for spoliation against the Municipality.<br><br>2 cases are related to summonses issued against the Municipality for non-compliance with MFMA. | 9 cases are pending finalisation.  |
| <b>TOTAL</b>              | <b>9</b>        |  |                                    |
| COMMUNITY SERVICES        |                 |  |                                    |



| SECTION                           | NUMBER OF CASES | NATURE OF CASES   | STATUS                            |
|-----------------------------------|-----------------|---|-----------------------------------|
| 1. COMMUNITY SERVICES             | 3               | 1 Municipality is suing Mindsgate for non-performance in terms of an agreement concluded with the Municipality.<br><br>2 cases, the Municipality is sued for damaged.   | 3 cases are pending finalisation. |
| <b>TOTAL</b>                      | <b>3</b>        |   |                                   |
| <b>PLANNING &amp; DEVELOPMENT</b> |                 |   |                                   |
| SECTION                           | NUMBER OF CASES | NATURE OF CASES   | STATUS                            |
| 1. HUMAN SETTLEMENT               | 1               | Urgent application against the Municipality for the provision of alternative accommodation.   | 1 case pending finalisation.      |
| 2. PROPERTIES                     | 1               | GMM has applied for an attachment of Pension for the costs obtained in an eviction matter.  | 1 case pending finalisation.      |
| 3. PLANNING                       | 4               | 1 case, summons were issued against a municipal employee for assault.<br><br>1 case, summons were issued against the Municipality for delict.<br><br>1 case, the Municipality is being sued for breach of contract.<br><br>1 case is an application for rescission of judgment. | 4 cases are pending finalisation. |
| <b>TOTAL</b>                      | <b>6</b>        |   |                                   |

## **RISK MANAGEMENT**

The Municipality recognizes that the management of risks is an integral part of sound management and therefore adopts a comprehensive approach to risk management. Effective risk management is paramount as to the overall achievement of the Municipality's goals. Sound management of risk will enable the municipality to anticipate and respond to potential threats and be able to treat them efficiently and effectively.

The aim of risk management is not to eliminate risk but to manage risk to maximize opportunities and to minimize the potential losses of resources. This will ensure that the performance objectives and service delivery targets of the municipality are met.

The risks currently identified, which prevent our municipality, Govan Mbeki Municipality to achieve the objectives are as follows:

- Inadequate governance and ineffective public participation
- Failure to implement energy efficiency measures
- Inadequate provision of affordable sustainable and quality services (Water, Electricity and sanitation)
- Unsustainable and exclusive economic growth and development
- Inadequate maintenance of environment and health
- Inadequate social and community development.
- Resistance by employees towards institutional transformation.
- Inability to meet financial obligation

Entrenched in the responsibilities of councillors and officials is that risks will be managed to ensure municipal objectives are met and that public funds are safeguarded.

## **PROPERTY**

The property section is located in the Planning and Development. The Section is responsible for Property Administration and Valuation. Total value of land sold was R30, 000, 000 for the year under review

## **VALUATION**

The municipality embarked on a process of compiling a valuation roll for 2016-2020 financial year. The valuation roll was implemented from 01 July 2016.

## **COMPONENT J: MISCELLANEOUS**

The municipality have an established Call Centre and in the process of developing an Industrial Park.

## COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

### OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP)

The Performance Management System implemented at Govan Mbeki Municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PMS serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget.

The performance management policy as approved by Council provides for performance implementation, monitoring and evaluation at organisational as well as individual levels. The Executive Mayor in consultation with the Municipal Manager identify and prioritise Key Performance Indicators, which will be monitored during the year and forming part of the Performance Agreements /Departmental SDBIP of each Section 56 Manager.

For financial year 2015/2016, a total of 55 indicators were identified for the High level Scorecard on which reporting was done.

### PERFORMANCE MANAGEMENT AT ORGANISATIONAL LEVEL

The organisational performance is evaluated by means of a High level Municipal Scorecard (Top Layer SDBIP) at organisational level and through the Departmental Service Delivery Budget and Implementation Plan (SDBIP) at Departmental levels.

The SDBIP is a plan that converts the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the Municipality is implemented. It also allocates responsibility to Departments to deliver the services in terms of the IDP and Budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The municipal scorecard (High- level SDBIP) consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that department/sub-section

Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that departments/sub sections.

Departmental scorecards are compiled by senior managers for their directorate and consists of objectives, indicators and targets derived from the approved High-level SDBIP, the approved budget and measurable service delivery indicators related to each functional area.

## PERFORMANCE MANAGEMENT AT INDIVIDUAL LEVEL

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the all s56-employees and that performance agreements must be reviewed annually.

The process and the format are further regulated by Regulation 805 (August 2006).

The Municipal Manager and Managers directly accountable to the Municipal Manager signed performance agreements for the financial year 2015/2016 as legislatively required on 27 & 28 July 2015. The signed performance agreements were loaded on the municipal website and also sent to National Treasury and Provincial departments.

This has led to a specific focus on service delivery and means that:

- Each Sec 56 manager has to develop a performance plan informed by the IDP and the top layer SDBIP of the organization.
- At the beginning of each financial year all the senior managers (Section 56 employees) sign Performance Agreements.
- All managers reporting to Section 56 employees are also reporting on their specific sections and evaluations are done accordingly on performance per subsection.

The cascading of the performance management to the entire workforce are in process and signing of Performance Scorecards for managers reporting directly to section 56 employees will roll-out in phase approach during 2015/2016 financial year

## LINK BETWEEN THE ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE

The linkage of the organisational and individual performance management is reflected in the diagram below:



## EXECUTIVE SUMMARY

The Annual Performance report as compiled reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2015/2016.

The Municipal Scorecard 2015/2016 Top Layer SDBIP) for Govan Mbeki Municipality as s developed and approved by the Mayor on 22 June 2015, consolidates service delivery targets set by Council / senior management and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic objectives.

**The Municipal Scorecard 2015/2016 consist of a total of 55 indicators of which 54 indicators were assessed. The detailed performance of each of the 55 indicators are provide further in the document as well as the reason for the outstanding one (1) indicator that was not scored.**

The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

| PERFORMANCE ASSESSMENT LEGEND |                     |
|-------------------------------|---------------------|
| COLOR                         | CATEGORY            |
| 1                             | Unacceptable        |
| 2                             | Not Fully Effective |
| 3                             | Fully Effective     |
| 4                             | Above Expectations  |
| 5                             | Outstanding         |
| N/A                           | Not Applicable      |

Monitoring and Reporting on the Performance of the Service Delivery Budget Implementation Plan has been done. Quarterly reports and Mid-Year Performance Assessments were submitted to the Audit Committee and Council. These reports were published on the municipal website on a quarterly basis.

Performance Assessments for the abovementioned reporting were conducted as follows:

- The First Quarter Performance assessments were conducted for all departments on 14 & 15 October 2015.
- The Second Quarter Performance assessments were conducted for all departments on 15 and 16 January 2015
- The Third and Fourth Quarter Performance assessments were both conducted for departments on 20, 21 & 22 July 2016.
- During the year under review, The High level Scorecard SDBIP 2016/2017 was approved by Mayor on 21 June 2016 and relevant supporting documents were forwarded to all departments as legislatively required.

# OVERALL PERFORMANCE HIGHLEVEL SCORECARD SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP) 2015/2016

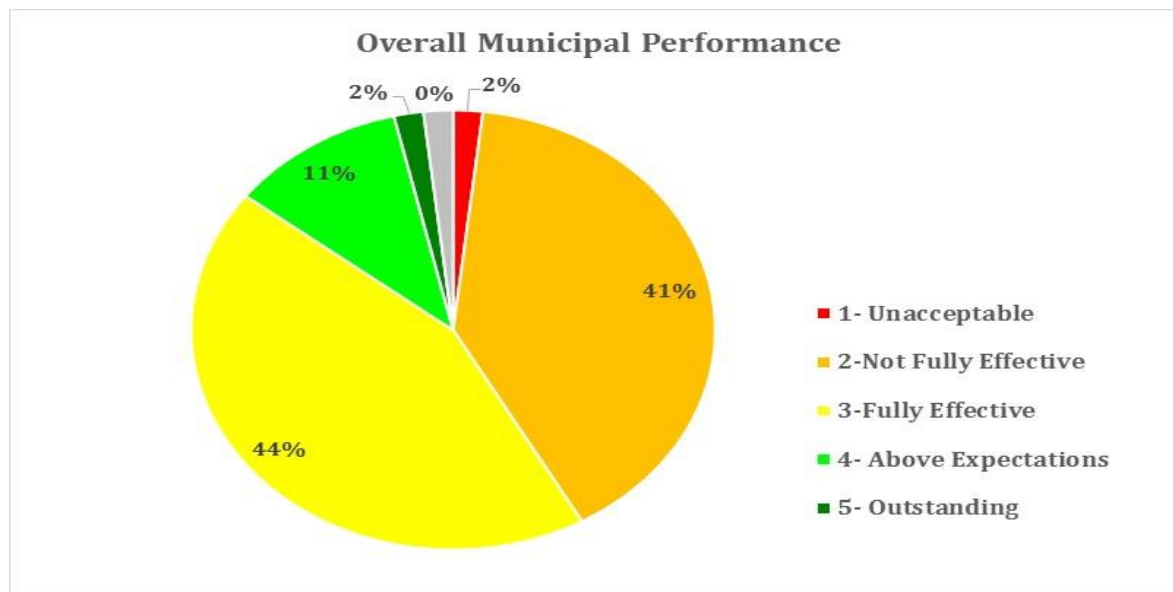
*This section of the Annual Report will report on the overall performance of the municipality in relation to the 55 High level Scorecard Indicators which are linked to the Eight (8) Municipal Key Performance Areas as well as overall performance per Department for financial year 2015/2016.*

## SNAPSHOT OF OVERALL PERFORMANCE HIGHLEVEL SCORECARD

- The Municipal Scorecard had a total of 55 indicators spread across 8 Key Performance Areas (KPAs) for the 2015/2016 financial year.
- The number of indicators evaluated were 54 and 1 indicators was not evaluated pending results from external department, Water Affairs due to Assessment not conducted.
- The total targets achieved, are 31 out of 55 indicators which brings overall percentage to 57% of which 2 % are outstanding and 11 % above expectation.
- Targets not achieved are 43%

| Annual Performance Legend Rating | TOTAL INDICATORS | Percentage of total indicators |
|----------------------------------|------------------|--------------------------------|
| 1- Unacceptable                  | 1                | 2%                             |
| 2-Not Fully Effective            | 22               | 41%                            |
| 3-Fully Effective                | 24               | 44%                            |
| 4- Above Expectations            | 6                | 11%                            |
| 5- Outstanding                   | 1                | 2%                             |
| N/A Not Applicable               | 1                | 2%                             |
| <b>TOTAL INDICATORS</b>          | <b>55</b>        | <b>100%</b>                    |

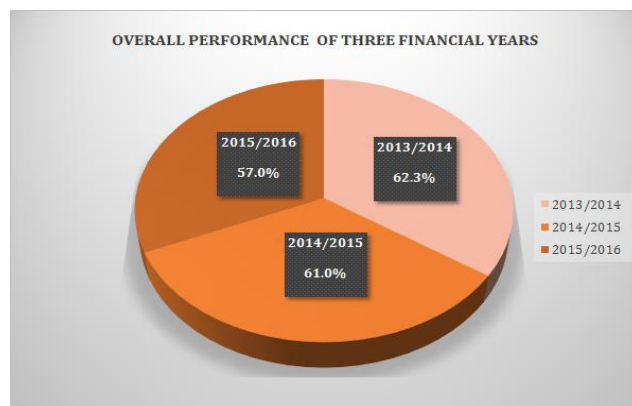
The following Chart demonstrate the abovementioned achievements as follows:



## COMPARISON OF OVERALL PERFORMANCE HIGHLEVEL SCORECARD FOR PAST THREE YEAR

A comparison of the year under review 2015/2016 is reflect as per below table and chart in relation to the previous financial year.

| COMPARISON OF OVERALL PERFORMANCE FOR THREE FINANCIAL YEARS |           |           |           |
|---|-----------|-----------|-----------|
| Municipal key performance area                              | 2013/2014 | 2014/2015 | 2015/2016 |
| OVERALL PERFORMANCE   | 62.3%     | 61.0%     | 57.0%     |
| INDICATORS  | 69        | 64        | 55        |



## OVERALL PERFORMANCE HIGHLEVEL SCORECARD PER MUNICIPAL KEY PERFORMANCE AREAS

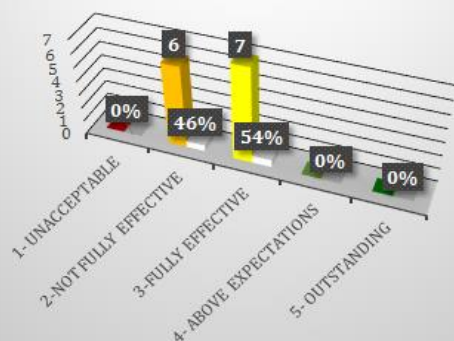
This section of the Annual Performance Report will provide for an overview of the performance of each municipal key performance area for the 2015/2016 financial year.

| 2015/2016<br>PERFORMANCE PER MUNICIPAL KEY PERFORMANCE AREAS ( KPA"S) |                 |                       |                   |                       |                |                    |                  |
|---|-----------------|-----------------------|-------------------|-----------------------|----------------|--------------------|------------------|
| MUNICIPAL KEY FOCUS AREAS   | 1- Unacceptable | 2-Not Fully Effective | 3-Fully Effective | 4- Above Expectations | 5- Outstanding | N/A Not Applicable | TOTAL INDICATORS |
| KPA 1 : Governance and Stakeholder Participation                      |                 |                       | 7                 | 6                     |                |                    | 13               |
| KPA 2 :Physical Infrastructure and Energy                             |                 | 4                     | 0                 |                       |                | 1                  | 5                |
| KPA 3: Services and Customer Care                                     |                 | 2                     | 3                 | 4                     |                |                    | 9                |
| KPA 4: Economic Growth and Development                                |                 | 1                     | 4                 |                       |                |                    | 5                |
| KPA 5: Safety and Environment   |                 | 2                     | 2                 | 2                     |                |                    | 6                |
| KPA 6: Social and Community Development                               |                 |                       | 2                 |                       |                |                    | 2                |
| KPA 7: Institutional Transformation                                   |                 | 2                     | 2                 |                       |                |                    | 4                |
| KPA 8: Financial Sustainability                                       | 1               | 5                     | 4                 |                       | 1              |                    | 11               |
| <b>TOTAL INDICATORS</b>   |                 |                       |                   |                       |                |                    | <b>55</b>        |

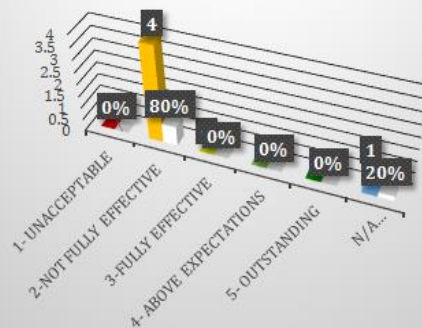


The percentage achievement of each Municipal Key Performance Area as well as the number of indicators per KPA are illustrated as per following graphs:

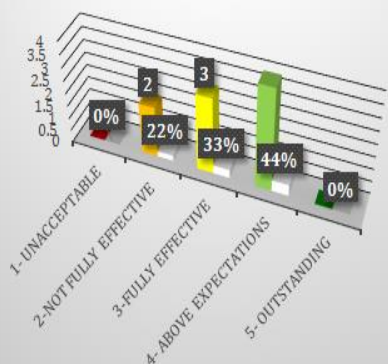
2015/2016  
KPA 1 : Governance and Stakeholder Participation



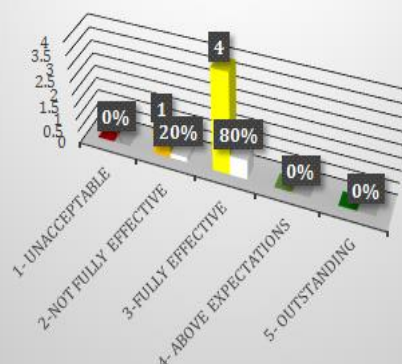
2015/2016  
KPA 2 :Physical Infrastructure and Energy



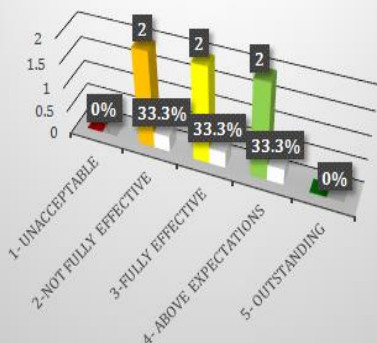
2015/2016  
KPA 3: Services and Customer Care



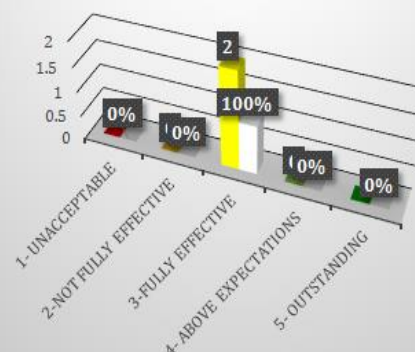
2015/2016  
KPA 4: Economic Growth and Development



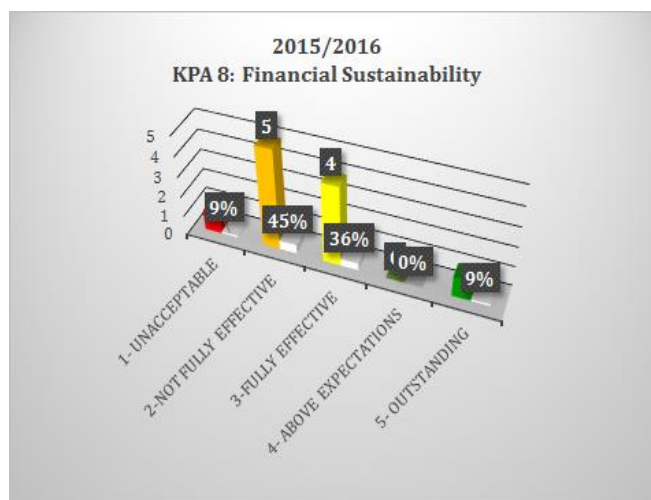
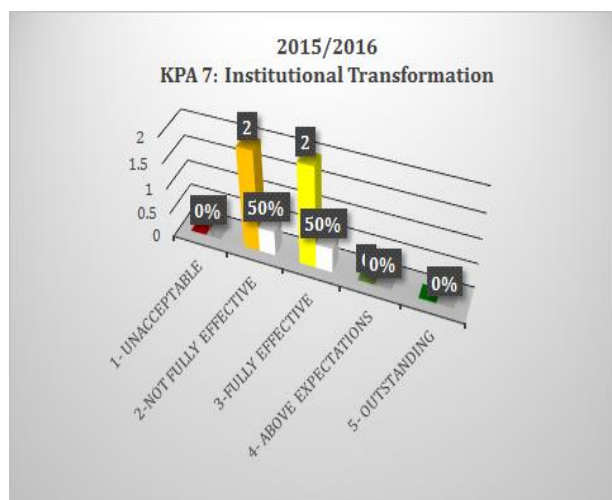
2015/2016  
KPA 5: Safety and Environment



2015/2016  
KPA 6: Social and Community Development







**A comparison on the Performance of the Eight Municipal key performance areas for previous financial year to the Performance of current financial year 2015/2016 is presented per the below table:**

| PERFORMANCE PER MUNICIPAL KEY PERFORMANCE AREAS OF THREE FINANCIAL YEARS |           |           |           |
|--|-----------|-----------|-----------|
| Municipal key performance area   | 2013/2014 | 2014/2015 | 2015/2016 |
| KPA 1: Governance and Stakeholder Participation                          | 77%       | 84%       | 54%       |
| KPA 2: Physical Infrastructure and Energy                                | 27%       | 29%       | 0%        |
| KPA 3: Services and Customer Care  | 100%      | 37.5%     | 77.0%     |
| KPA 4: Economic Growth and Development                                   | 67%       | 100%      | 80%       |
| KPA 5: Safety and Environment  | 0%        | 100%      | 67%       |
| KPA 6: Social and Community Development                                  | 60%       | 0%        | 100%      |
| KPA 7: Institutional Transformation                                      | 33%       | 60%       | 50%       |
| KPA 8: Financial Sustainability  | 75%       | 46.6%     | 45.0%     |

## OVERALL PERFORMANCE PER DEPARTMENT

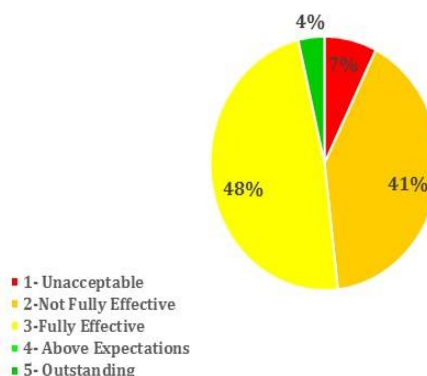
*This section of the Annual Performance Report will provide for an overview of the performance of each Department for the 2015/2016 financial year.*

| OVERALL DEPARTMENTAL PERFORMANCE 2015/2016               |                              |
|--|------------------------------|
| DEPARTMENTAL PERFORMANCE :OFFICE OF THE MUNICIAL MANAGER |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 27   | 52.0%                        |
| DEPARTMENTAL PERFORMANCE : PLANNING AND DEVELOPMENT      |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 42   | 76.0%                        |
| DEPARTMENTAL PERFORMANCE :CORPORATE SERVICES             |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 30   | 76.0%                        |
| DEPARTMENTAL PERFORMANCE :FINANCIAL SERVICES             |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 42   | 52.0%                        |
| DEPARTMENTAL PERFORMANCE :COMMUNITY SERVICES             |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 28   | 75.0%                        |
| DEPARTMENTAL PERFORMANCE :TECHNICAL SERVICES             |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 53   | 74.0%                        |
| DEPARTMENTAL PERFORMANCE :<br>REGIONAL MANAGER: REGION 1 |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 8  | 75.0%                        |
| DEPARTMENTAL PERFORMANCE :<br>REGIONAL MANAGER: REGION 2 |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 8  | 63.0%                        |
| DEPARTMENTAL PERFORMANCE :<br>REGIONAL MANAGER: REGION 3 |                              |
| TOTAL INDICATORS   | PERCENTAGE SCORING 2015/2016 |
| 8  | 63.0%                        |

Each Departmental performance are illustrated as per the following the tables and charts as follows:

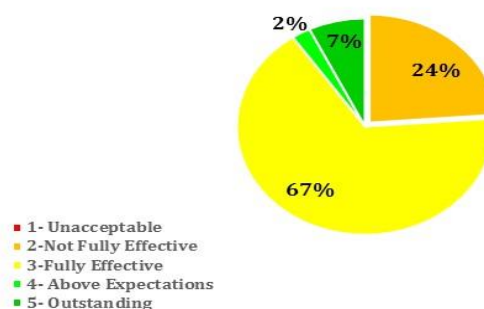
| DEPARTMENTAL PERFORMANCE 2015/2016 :<br>OFFICE OF THE MUNICIPAL MANAGER |                         |  |
|---|-------------------------|--|
| ANNUAL<br>PERFORMANCE<br>LEGEND RATING                                  | TOTAL<br>INDICATOR<br>S | PERCENTAGE<br>ACHIEVED PER<br>INDICATORS |
| 1- Unacceptable   | 2                       | 7%                                       |
| 2-Not Fully<br>Effective  | 11                      | 41%                                      |
| 3-Fully Effective   | 13                      | 48%                                      |
| 4- Above<br>Expectations  | 0                       | 0%                                       |
| 5- Outstanding  | 1                       | 4%                                       |
| <b>OVERALL<br/>PERFORMANCE</b>  | <b>27</b>               | <b>100%</b>                              |

OFFICE OF THE MUNICIPAL MANAGER



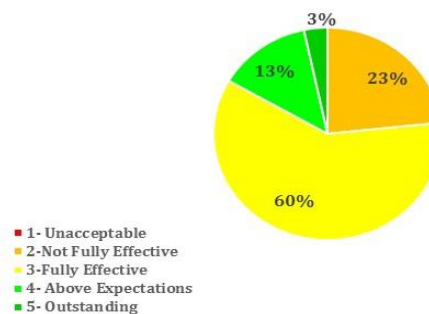
| DEPARTMENTAL PERFORMANCE 2015/2016 :<br>PLANNING AND DEVELOPMENT |                         |  |
|--|-------------------------|--|
| ANNUAL<br>PERFORMANCE<br>LEGEND RATING                           | TOTAL<br>INDICATOR<br>S | PERCENTAGE<br>ACHIEVED PER<br>INDICATORS |
| 1- Unacceptable  | 0                       | 0%                                       |
| 2-Not Fully<br>Effective   | 10                      | 24%                                      |
| 3-Fully Effective  | 28                      | 67%                                      |
| 4- Above<br>Expectations   | 1                       | 2%                                       |
| 5- Outstanding   | 3                       | 7%                                       |
| <b>OVERALL<br/>PERFORMANCE</b>                                   | <b>42</b>               | <b>100%</b>                              |

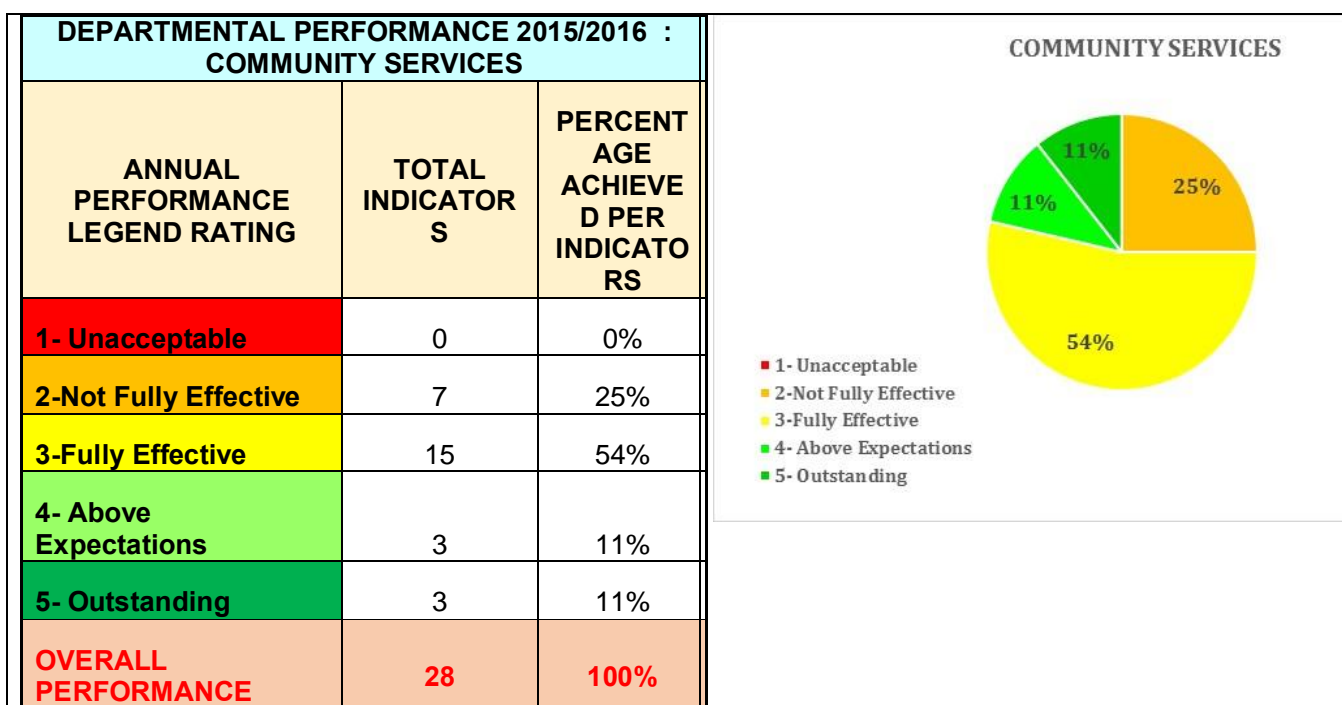
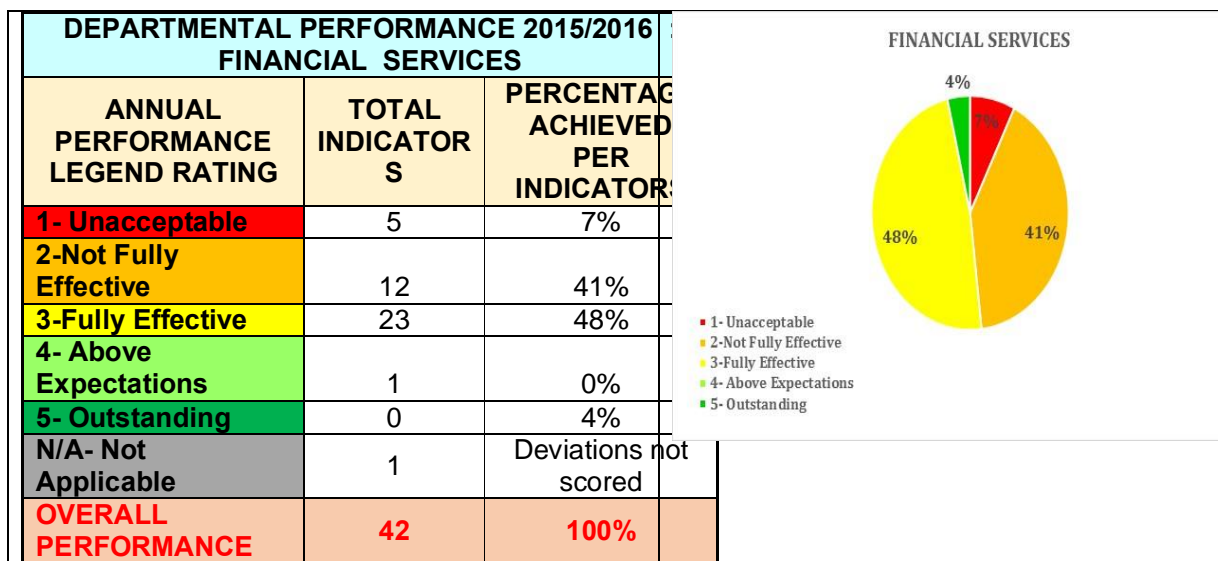
PLANNING AND DEVELOPMENT



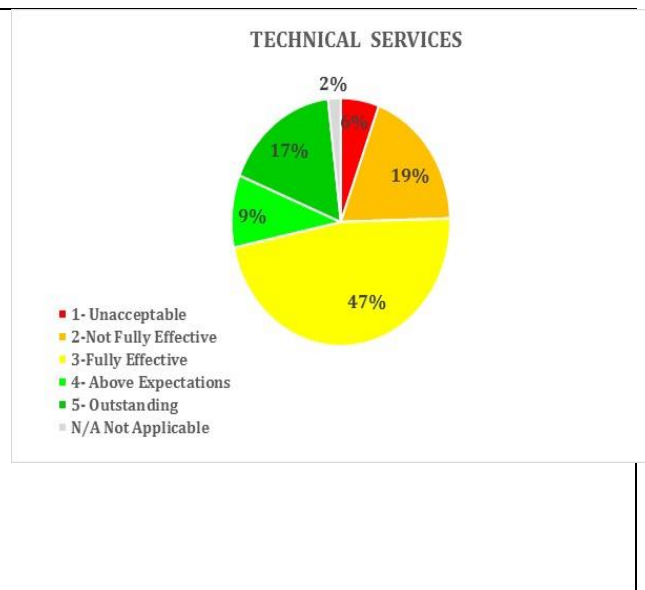
| DEPARTMENTAL PERFORMANCE 2015/2016 :<br>CORPORATE SERVICES |                         |  |
|--|-------------------------|--|
| ANNUAL<br>PERFORMANCE<br>LEGEND RATING                     | TOTAL<br>INDICATOR<br>S | PERCENTAG<br>E ACHIEVED<br>PER<br>INDICATORS |
| 1- Unacceptable  | 0                       | 0%   |
| 2-Not Fully Effective                                      | 7                       | 23%  |
| 3-Fully Effective  | 18                      | 60%  |
| 4- Above Expectations                                      | 4                       | 13%  |
| 5- Outstanding   | 1                       | 3%   |
| <b>OVERALL<br/>PERFORMANCE</b>                             | <b>30</b>               | <b>100%</b>                                  |

CORPORATE SERVICES

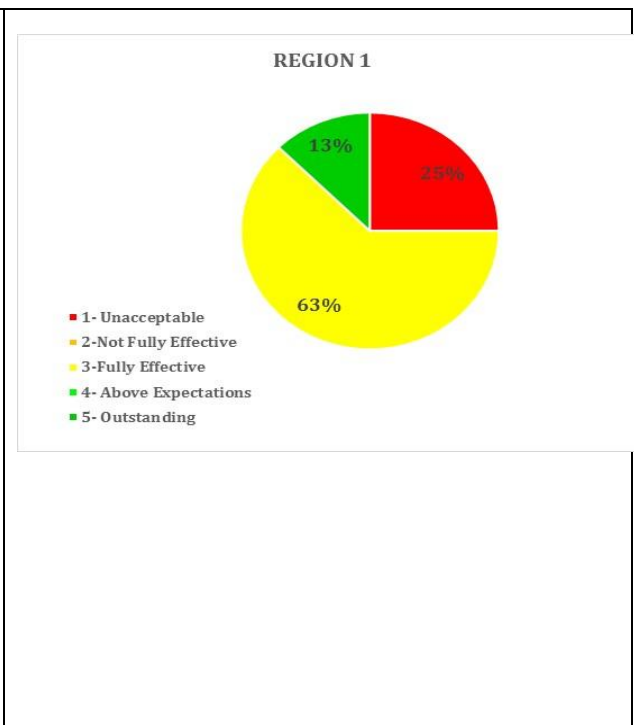


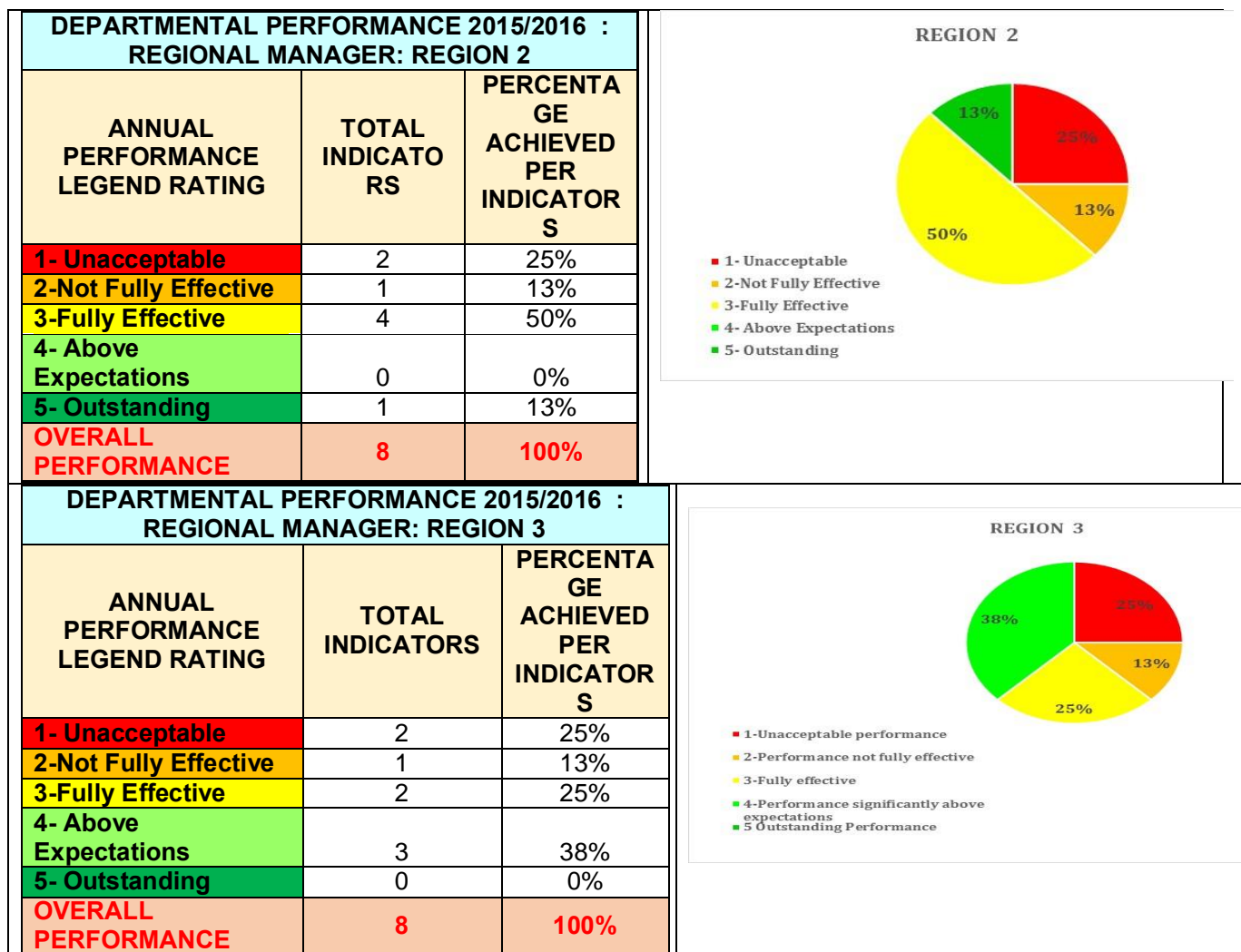


| DEPARTMENTAL PERFORMANCE 2015/2016 :<br>TECHNICAL SERVICES |                  |   |
|--|------------------|---|
| ANNUAL PERFORMANCE<br>LEGEND RATING                        | TOTAL INDICATORS | PERCENTAGE<br>ACHIEVED<br>PER<br>INDICATORS |
| 1- Unacceptable  | 3                | 6%  |
| 2-Not Fully Effective                                      | 10               | 19%   |
| 3-Fully Effective  | 25               | 47%   |
| 4- Above Expectations                                      | 5                | 9%  |
| 5- Outstanding   | 9                | 17%   |
| N/A Not Applicable   | 1                | 2%  |
| <b>OVERALL PERFORMANCE</b>                                 | <b>53</b>        | <b>100%</b>                                 |



| DEPARTMENTAL PERFORMANCE 2015/2016 :<br>REGIONAL MANAGER: REGION 1 |                  |   |
|--|------------------|---|
| ANNUAL PERFORMANCE<br>LEGEND RATING                                | TOTAL INDICATORS | PERCENTAGE<br>ACHIEVED<br>PER<br>INDICATORS |
| 1- Unacceptable  | 2                | 25%   |
| 2-Not Fully Effective  | 0                | 0%  |
| 3-Fully Effective  | 5                | 63%   |
| 4- Above Expectations  | 0                | 0%  |
| 5- Outstanding   | 1                | 13%   |
| <b>OVERALL PERFORMANCE</b>   | <b>8</b>         | <b>100%</b>                                 |





This section of the Annual Report will report on the Municipality's actual performance against the planned targets in terms of the 2015/2016 High level Municipal scorecard as reported at 30 June 2016. The report also included the also corrective measures that will be implemented accordingly to address the targets not achieved.

| GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016<br>OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                         |       |   |  |                       |                        |                     |  |                                  |  |                                  |       |   |                    |         |                   |   |  |             |                              |                                  |   |                        |                 |
|--|-------------------------|-------|---|--|-----------------------|------------------------|---------------------|--|----------------------------------|--|----------------------------------|-------|---|--------------------|---------|-------------------|---|--|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
| NO   | MUNICIPAL STRATEGY LINK |       |   |  |                       | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |  |                                  |  |                                  |       |   | TARGETS            |         |                   |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |   |                        |                 |
|  | DEPARTMENT              | OWNER | Key Performance Area                            | Strategic objective( SO)   | IDP linkage           | IDP Strategy number    | National KPA        | National Outcomes  | INDICATORS                       | Activity (ies), Programme( s), Capital Projects                | Evidenc e (POE)                  | Wards | Baseline as at 30 June 2015                   | Annual Budget      | Time of | Target Type-Nr./# | 5 Year Target 2012/13-2016/17               | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance | Remedial Action |
|  |                         |       |   |  |                       |                        |                     |  |                                  |  |                                  |       |   |                    |         |                   |   |  |             |                              |                                  |   |                        |                 |
| KPA 1 : Governance and Stakeholder Participation   |                         |       |   |  |                       |                        |                     |  |                                  |  |                                  |       |   |                    |         |                   |   |  |             |                              |                                  |   |                        |                 |
| 1  | FINANCE                 | CEO   | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Municipal Financial | A responsive and accountable and efficient local government system | Unqualified audit opinion on AFS | Monthly Reconciliations, Weekly OPCA meetings and Prepared AFS | Auditor General Report 2014/2015 | All   | 1x Unqualified Audit opinion on AFS 2013/2014 | Operational budget | Outcome | #                 | Attain annually a Unqualified / Clean Audit | 1x Unqualified AFS Opinion for FY 2014/2015      | 30-Nov-15   | 3                            | 3- Fully Effective               | 1X Unqualified opinion maintained         | n/a                    | n/a             |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |        |   |  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |                            |   |   |   |  |       | TARGETS                     |                    |         |                    | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |   |             |                              |                                  |   |  |   |
|----|-------------------------|--------|---|--|------------------------|---------------------|----------------------------|---|---|---|--|-------|-----------------------------|--------------------|---------|--------------------|--|---|-------------|------------------------------|----------------------------------|---|--|---|
|    | DEPARTMENT              | OWNER  | Key Performance Area                            | Strategic objective( SO)   | IDP linkage            | IDP Strategy number | National KPA               | National Outcomes   | INDICATORS  | Activity (ies), Programme( s), Capital Projects       | Evidenc e (POE)  | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turn of | Target Turn-Nr /#V | 5 Year Target 2012/13 - 2016/17                  | Annual Target Year 4: 2015/2016                                     | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016   | Reason for Performance   | Remedial Action   |
| 2  | CORPORATE SERVICES      | Dir.CS | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1           | Good Governance and        | A responsive and accountable, effective and efficient local government system | Percentage (%) of council resolutions implemented | Implementat ion of Council resolutions by Departments | Council resoluti on register and supporting documents                        | All   | 69% implementation          | Operational budget | Outcome | %                  | 100% of council resolutions implemented          | 100% of council resolutions implemented in the specified timeframes | 30-Jun-16   | 3                            | 3- Fully Effective               | 98% of resolutions implemented<br>A total of 114 resolutions were taken by council and 112 were implemented | Partial implementati on of resolutions A74/08/2015 and A29/05/2016 | Inclusion of council resolutions on the managemen t agenda  |
| 3  | SPEAKERS OFFICE         | SPPO   | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1           | Good Governance and Public | A responsive and accountable, effective and efficient local government system | Number of ward committee meetings held            | Ward committee support                                | Agenda, Attendance Register and Minutes of each ward committ ee meeting held | All   | 205 meetings held           | R 3 164 039        | Output  | #                  | 10 meetings per ward p.a.                        | 32 x 10 Monthly ward meetings                                       | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 103 x Meetings held   | Councillor do not call ward meetings                               | Speaker to engage councillors and discipline in terms of the rules committee and apply consequence management |



**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK         |       |   |  |                       | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |   |   |  |   |       |                             | TARGETS            |          |                    |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |  |  |                                     |
|----|---------------------------------|-------|---|--|-----------------------|------------------------|---------------------|---|---|--|---|-------|-----------------------------|--------------------|----------|--------------------|---|--|-------------|------------------------------|----------------------------------|--|--|-------------------------------------|
|    | DEPARTMENT                      | OWNER | Key Performance Area                            | Strategic objective( SO)   | IDP linkage           | IDP Strategy number    | National KPA        | National Outcomes   | INDICATORS                                      | Activity (ies), Programme( s), Capital Projects          | Evidenc e (POE)   | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turn of  | Target Turn-Nr /#V | 5 Year Target 2012/13- 2016/17                  | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016    | Reason for Performance   | Remedial Action                     |
| 4  | FINANCE                         | CEO   | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Good Governance and | A responsive and accountable, effective and efficient local government system | Updated Indigent register for FY 2016/2017      | Annual review of Update of Indigent Register (FY2016/17) | Update d Indigent Register and Council resolution                       | All   | Indigent register 2015/2016 | operational budget | Activity | #                  | Annual Review and Updated of Indigent Register  | 1x indigent register updated by June 2016        | 30-Jun-16   | 3                            | 3- Fully Effective               | The indigent register for 2015/16 was vetted | n/a  | n/a                                 |
| 5  | OFFICE OF THE MUNICIPAL MANAGER | MM    | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Good Governance and | A responsive and accountable, effective and efficient local government system | Percentage (%) Implementation of the Audit Plan | Execution of Audits as per the Audit plan 2015/2016      | Quarterly Internal Audit Report and Minutes of Audit Committee meetings | All   | Audit Plan 2014/2016        | Operational budget | Output   | %                  | 100 % Implementation of the Audit Plan annually | 100 % Implementation of the Audit Plan           | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 85.26% of activities implemented             | Some of the findings relates to still in processes not and follow-ups to be done | Proper controls will be implemented |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK         |       |   |  |                       | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                       |   |                                      |  |  |       |                             |                    | TARGETS |  |                                     |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                                  |   |                               |   |   |
|----|---------------------------------|-------|---|--|-----------------------|------------------------|--|---|--------------------------------------|--|--|-------|-----------------------------|--------------------|---------|--|-------------------------------------|--|--|----------------------------------|---|-------------------------------|---|---|
|    | DEPARTMENT                      | OWNER | Key Performance Area                            | Strategic objective( SO)   | IDP linkage           | IDP Strategy number    | National KPA                             | National Outcomes   | INDICATORS                           | Activity (ies), Programme(s), Capital Projects | Evidence (POE)                             | Wards | Baseline as at 30 June 2015 | Annual Budget      | Type of | Target Type-Nr /#/ 5 Year Target 2012/13-2016/17 | Annual Target Year 4: 2015/2016     | Target Date  | Final Scoring: Annual Target                     | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance        | Remedial Action   |   |
| 6  | OFFICE OF THE MUNICIPAL MANAGER | MM    | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | Approved Risk Register for 2016/2017 | Review the Risk Register                       | Approved risk register/ Council Resolution | All   | Risk register 2015/2016     | Operational budget | Output  | #  | 1 X Approved Risk Register annually | 1X Risk register for 2016/2017 approved by June 2016 | 30-Jun-16  | 2                                | 2- Not Fully Effective                    | Draft 'Risk register compiled | Risk Assessment session was postponed twice due to unavailability of HOD's and clashing of dates with other commitments | Risk Assessment session re-scheduled for the 18& 19 July 2016 |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK  |       |   |  |                       | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                       |   |  |  |  |       |                             | TARGETS            |         |                    |                                   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |   |   |   |
|----|--------------------------|-------|---|--|-----------------------|------------------------|--|---|--|--|--|-------|-----------------------------|--------------------|---------|--------------------|-----------------------------------|--|-------------|------------------------------|----------------------------------|---|---|---|
|    | DEPARTMENT               | OWNER | Key Performance Area                            | Strategic objective( SO)   | IDP linkage           | IDP Strategy number    | National KPA                             | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects | Evidence (POE)   | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turn of | Target Type-Nr /#% | 5 Year Target 2012/13-2016/17     | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance                  | Remedial Action                               |
| 7  | PLANNING AND DEVELOPMENT | MM    | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | Percentage (%) Mitigation of Strategic Risk register | Monitoring Risk Register 2015/2016             | Progress report on risk management and Minutes of Risk Committee | All   | Risk register 2014/2015     | Operational budget | Output  | %                  | 100 % of Strategic Risk mitigated | 80 % of Strategic Risk mitigated                 | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 55% of Strategic Risk mitigated.          | Some risk mitigation plans not budgeted | Ensure Budget allocation to prioritise risks. |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK         |                   |   |  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |                            |   |   |  |  |       | TARGETS                     |                    |          |                       | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |   |             |                              |                                  |   |   |  |
|----|---------------------------------|-------------------|---|--|------------------------|---------------------|----------------------------|---|---|--|--|-------|-----------------------------|--------------------|----------|-----------------------|--|---|-------------|------------------------------|----------------------------------|---|---|--|
|    | DEPARTMENT                      | OWNER             | Key Performance Area                            | Strategic objective( SO)   | IDP linkage            | IDP Strategy number | National KPA               | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects                   | Evidence (POE)   | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turn of  | Target Type, Nr. /#// | 5 Year Target 2012/13 - 2016/17                  | Annual Target Year 4: 2015/2016                               | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016     | Reason for Performance  | Remedial Action  |
| 8  | OFFICE OF THE MUNICIPAL MANAGER | MM                | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1           | Good Governance and Public | A responsive and accountable, effective and efficient local government system | Percentage (%) of Audit Committee recommendations implemented | Implementation of Audit Committee Recommendations by departments | Minutes of Audit committee meetings, Audit Committee Recommendations register and supporting documents | All   | new                         | Operational Budget | Output   | %                     | new  | 100% of Audit Committee recommendations implemented           | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 73% of audit recommendations completed        | The implementation of audit recommendations depends on other departments. | A follow up with all affected departments to ensure that all audit recommendations are implemented |
| 9  | CORPORATE SERVICES              | Marketing Manager | KPA 1: Governance and Stakeholder               | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1           | Good Governance and        | A responsive and accountable, effective and efficient local government system | Marketing and Branding Strategy developed                     | Development of Marketing and Branding Strategy                   | Council resolution and Marketing and Branding Strategy   | All   | new                         | Operational budget | Activity | #                     | new  | 1x Marketing and Branding Strategy developed by December 2015 | 31-Dec-15   | 2                            | 2- Not Fully Effective           | Served at Porfolio Committee on 07 April 2016 | Complexity of Strategy & time required to complile                        | Draft finalized - to serve at Council in Aug 2016  |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK  |           |   |  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |  |   |                        |   |  |       | TARGETS                     |               |         |                    | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |   |             |                              |                                  |  |                        |                 |
|----|--------------------------|-----------|---|--|------------------------|---------------------|--|---|------------------------|---|--|-------|-----------------------------|---------------|---------|--------------------|--|---|-------------|------------------------------|----------------------------------|--|------------------------|-----------------|
|    | DEPARTMENT               | OWNER     | Key Performance Area                            | Strategic objective( SO)   | IDP linkage            | IDP Strategy number | National KPA                             | National Outcomes   | INDICATORS             | Activity (ies), Programme( s), Capital Projects | Evidenc e (POE)                            | Wards | Baseline as at 30 June 2015 | Annual Budget | Turn of | Target Type-Nr /#V | 5 Year Target 2012/13 - 2016/17                  | Annual Target Year 4: 2015/2016                 | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance | Remedial Action |
| 10 | PLANNING AND DEVELOPMENT | Dir.P & D | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1           | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | Reviewed 2016/2017 IDP | Annual Review of IDP                            | Council resolution/ Approved IDP 2016/2017 | All   | Reviewed 2015/2016 IDP      | R 110 000     | Output  | #                  | Annual review of IDP's                           | 2016/2017 IDP reviewed by the end of March 2016 | 31-Mar-16   | 3                            | 3-Fully Effective                | IDP process plan adopted by council on 27 August 2015, Council resolution: A73/08/2015 32 x Public Consultation were held across 3 wards for period August-September IDP 2016/2017 Adopted by Council on 28 May 2016 | Target achieved        | n/a             |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK         |       |   |  |                       | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                       |   |  |  |                                      |       |   | TARGETS       |         |                    |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016                                  |             |                              |                                  |   |                        |                 |
|----|---------------------------------|-------|---|--|-----------------------|------------------------|--|---|--|--|--------------------------------------|-------|---|---------------|---------|--------------------|---|---|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT                      | OWNER | Key Performance Area                            | Strategic objective( SO)   | IDP linkage           | IDP Strategy number    | National KPA                             | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects                               | Evidence (POE)                       | Wards | Baseline as at 30 June 2015                                       | Annual Budget | Turn of | Target Turn-Nr /#V | 5 Year Target 2012/13 - 2016/17                                   | Annual Target Year 4: 2015/2016   | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016   | Reason for Performance | Remedial Action |
| 11 | OFFICE OF THE MUNICIPAL MANAGER | MM    | KPA 1: Governance and Stakeholder Participation | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part. | GOV&SP1.1              | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | Signed performance agreement 2015/2016 for Section 56 Managers | Facilitation Conclusion of Performance agreements 2015/2016 for S56 managers | Signed agreements of sec 56 managers | All   | 9x signed performance agreements of section 56 managers 2014/2015 | Operational   | Output  | #                  | 9x signed performance agreements of section 56 managers per annum | 9x signed performance agreements 2015/2016 of section 56 managers by 31 July 2015 | 31-Jul-15   | 3                            | 3-Fully Effective                | 9x Performance agreements 2015/2016 were signed for all section 56 managers on 27 & 28 July 2015. Performance agreements 2015/2016 for all section 56 managers were placed on municipal website and forward to MFMA and Cogta | n/a                    | n/a             |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |       |   |                          |  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY |  |   |  |  |   |                             |                        | TARGETS            |                    |                                 |                                 | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |   |  |                 |     |
|----|-------------------------|-------|---|--------------------------|--|------------------------|--------------------|--|---|--|--|---|-----------------------------|------------------------|--------------------|--------------------|---------------------------------|---------------------------------|--|------------------------------|----------------------------------|---|--|-----------------|-----|
|    | DEPARTMENT              | OWNER | Key Performance Area                            | Strategic objective( SO) | IDP linkage  | IDP Strategy number    | National KPA       | National Outcomes                        | INDICATORS  | Activity (ies), Programme(s), Capital Projects | Evidence (POE)                             | Wards   | Baseline as at 30 June 2015 | Annual Budget          | Time of            | Target Type-Nr /#V | 5 Year Target 2012/13 - 2016/17 | Annual Target Year 4: 2015/2016 | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance   | Remedial Action |     |
| 12 | FINANCE                 | CEO   | KPA 1: Governance and Stakeholder Participation |                          | To ensure good governance and the participation of stakeholders. | Govern. & Stake.Part.  | GOV&SP1.1          | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | Number of performance reviews conducted        | Quarterly Performance reviews co-ordinated | Council resolution /Performance Report/ Attendance Register | All                         | 4x performance reviews | Operational budget | Activity           | #                               | Quarterly performance reviews   | 4X performance reviews conducted                 | 30-Jun-16                    | 3                                | 3- Fully Effective                        | 4X performance reviews conducted<br><br>Quarter 4 performance review conducted for all departments on 22, 23 & 28 July 2015<br>Mid year performance review conducted on 14& 15 January 2016<br>Third Quarter Report date was scheduled for 12 & 13 April 2016,assessment postponed and done at year end. | n/a             | n/a |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO  | MUNICIPAL STRATEGY LINK             |           |   |  |                              | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY     |   |  |   |                                     |       |   | TARGETS               |         |                    |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016     |             |                              |   |  |                                   |                                      |
|---|-------------------------------------|-----------|---|--|------------------------------|------------------------|------------------------|---|--|---|-------------------------------------|-------|---|-----------------------|---------|--------------------|---|--|-------------|------------------------------|---|--|-----------------------------------|--------------------------------------|
|   | DEPARTMENT                          | OWNER     | Key Performance Area                      | Strategic objective( SO)   | IDP linkage                  | IDP Strategy number    | National KPA           | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects  | Evidence (POE)                      | Wards | Baseline as at 30 June 2015                     | Annual Budget         | Turn of | Target Type-Nr./#V | 5 Year Target 2012/13 - 2016/17   | Annual Target Year 4: 2015/2016                      | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating                                | Actual Performance for the year 2015/2016  | Reason for Performance            | Remedial Action                      |
| 13  | PLANNING AND DEVELOPMENT            | Dir.P & D | KPA 1: Governance and Stakeholder         | To ensure good governance and the participation of stakeholders.   | Govern. & Stake.Part.        | GOV&SP1.1              | Good Governance and    | A responsive and accountable, effective and efficient local government system | Top Layer SDBIP approved by mayor within 28 days after the budget approval | Compilation of SDBIP 2016/2017  | Signed SDBIP 2016/2017 by the Mayor | All   | Approved Top Layer SDBIP 2015/2016 by the Mayor | Operational budget    | Output  | #                  | 1x Top Layer SDBIP approved within 28 days after the Budget has been approved | 30-Jun-16  | 3           | 3- Fully Effective           | Top Layer SDBIP 2016/2017 approved by the Mayor on 22 June 2016 | n/a  | n/a                               |                                      |
| KPA 2 :Physical Infrastructure and Energy |                                     |           |   |  |                              |                        |                        |   |  |   |                                     |       |   |                       |         |                    |   |  |             |                              |   |  |                                   |                                      |
| 14  | OFFICE OF THE MUNICIPAL MANAGER/PMU | PMU       | KPA 2: Physical Infrastructure and Energy | To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy. | Physic.Infra.&Enerov. Effic. | PI&EE2.1               | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network.     | Number of households provided with access to water                         | Capacity of infrastructure developed to secure access to water supply Embalenhle Extension 22 | Completion certificates             | all   | Zero (0), Roll over from 2014/2015              | DHS to confirm budget | Outcome | #                  | 1100 households to have access to Water by FY 2016/2017                       | 789 households to have access to Water by March 2016 | 30-Mar-16   | 2                            | 2- Not Fully Effective  | House connections completed for 200 houses | Slow progress by Service Provider | Install water meters and stand pipes |



**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK             |           |   |  | NATIONAL STRATEGY LINK       | MUNICIPAL DELIVERY  |                        |   |   |  |                          |       | TARGETS                             |                       |         |                    | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016   |  |             |                              |                                  |  |   |  |
|----|-------------------------------------|-----------|---|--|------------------------------|---------------------|------------------------|---|---|--|--------------------------|-------|-------------------------------------|-----------------------|---------|--------------------|--|--|-------------|------------------------------|----------------------------------|--|---|--|
|    | DEPARTMENT                          | OWNER     | Key Performance Area                      | Strategic objective( SO)   | IDP linkage                  | IDP Strategy number | National KPA           | National Outcomes   | INDICATORS  | Activity (ies), Programme( s), Capital Projects  | Evidenc e (POE)          | Wards | Baseline as at 30 June 2015         | Annual Budget         | Turn of | Target Turn-Nr /#V | 5 Year Target 2012/13 - 2016/17                    | Annual Target Year 4: 2015/2016                                | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance                                | Remedial Action  |
| 15 | OFFICE OF THE MUNICIPAL MANAGER DMI | PMU       | KPA 2: Physical Infrastructure and Energy | To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy. | Physic.Infra.&Energy. Effic. | PI&EE2.1            | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Number of households provided with access to sanitation | Capacity of infrastructure developed to secure access to sanitation Embaleh Extension 22 | Comple tion certificates | All   | Zero (0), Roll over from 2014/ 2015 | DHS to confirm budget | Outcome | #                  | 2000 households to have access to Sanitation by FY | 789 households to have access to Sanitation by March 2016      | 30-Mar-16   | 2                            | 2- Not Fully Effective           | House connections completed for 200 houses   | Slow progress by Service Provider                     | Complete installation of manholes                                |
| 16 | PLANNING AND DEVELOPMENT            | Dir P & D | KPA 6: Social and Community Development   | To facilitate social and community development.  | Social.&Comm.Devel.          | S&DEV6.1            | Basic Service Delivery | All people in south Africa protected and feel safe                        | Number of households connected to bulk infrastructure   | Smart Growth mixed development   | Comple tion certificates | All   | Township establishment              | Operational budget    | Output  | #                  | 1499 houses built                                  | 1499 Households connected to bulk infrustruct ure by June 2016 | 30-Jun-16   | 3                            | 3- Fully Effective               | No households connected to Bulk Infrastructure, however funding was confirmed by Dept of Human Settlements | Delay in the signing of the MOU& Resuming the project | The projec to be rolled-over to the New Financial Year 2016/2017 |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |                              |   |  | NATIONAL STRATEGY LINK       |                     | MUNICIPAL DELIVERY     |   |  |  |  |       |                                   | TARGETS            |         |                    |                                | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |  |  |  |
|----|-------------------------|------------------------------|---|--|------------------------------|---------------------|------------------------|---|--|--|--|-------|-----------------------------------|--------------------|---------|--------------------|--------------------------------|--|-------------|------------------------------|----------------------------------|--|--|--|
|    | DEPARTMENT              | OWNER                        | Key Performance Area                      | Strategic objective( SO)   | IDP linkage                  | IDP Strategy number | National KPA           | National Outcomes   | INDICATORS                                     | Activity (ies), Programme( s), Capital Projects                          | Evidenc e (POE)                                      | Wards | Baseline as at 30 June 2015       | Annual Budget      | Turn of | Target Turn-Nr /#V | 5 Year Target 2012/13- 2016/17 | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016    | Reason for Performance   | Remedial Action  |
| 17 | TECHNICAL SERVICES      | Dir TS                       | KPA 2: Physical Infrastructure and Energy | To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy. | Physic.Infra.&Energy. Effic. | PI&EE2.1            | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Percentage (%) improvement on blue drop status | Compliance with the Blue Drop requirements                               | Blue drop File and Report from Dept of Water Affairs | All   | 77% Blue drop status by June 2014 | Operational budget | Outcome | %                  | 55% by FY 2016/2017            | 13% improvement in Blue drop status by July 2015 | 31-Jul-15   | N/A                          | N/A Not Applicable               | No blue drop results for 2015/16             | No assement done on the 15/16 financial year.  | Assessment to be done by Dept of Water Affairs   |
| 18 | TECHNICAL SERVICES      | Manager Water and Sanitation | KPA 2: Physical Infrastructure and Energy | To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy. | Physic.Infra.&Energy. Effic. | PI&EE2.1            | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Percentage (%) reduction of energy losses      | Implementing measures to reduce Energy Losses based on Financial figures | Financial Reports Section 71 & 52                    | All   | 37% energy losses                 | R 5 000 000        | Outcome | #                  | 27% energy losses by 2016/2017 | <20% of energy losses by June 2016               | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 12% reduction of energy losses at June 2016. | Insufficient funding to implement bulk meter installation, smart meter installation and Energy efficiency lighting | Need internal budget for energy efficiency and the intervention sourcing more external funding in this regard. |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO                                | MUNICIPAL STRATEGY LINK |                              |   |  | NATIONAL STRATEGY LINK       |                     | MUNICIPAL DELIVERY     |   |   |   |  |       |                             | TARGETS            |         |                    |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016       |             |                              |                                  |  |                                |  |
|-----------------------------------|-------------------------|------------------------------|---|--|------------------------------|---------------------|------------------------|---|---|---|--|-------|-----------------------------|--------------------|---------|--------------------|--|--|-------------|------------------------------|----------------------------------|--|--------------------------------|--|
|                                   | DEPARTMENT              | OWNER                        | Key Performance Area                      | Strategic objective( SO)   | IDP linkage                  | IDP Strategy number | National KPA           | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects                          | Evidence (POE)   | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turn of | Target Value-Nr./# | 5 Year Target 2012/13 - 2016/17                | Annual Target Year 4: 2015/2016                        | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016              | Reason for Performance         | Remedial Action                                      |
| 19                                | TECHNICAL SERVICES      | Manager Water and Sanitation | KPA 2: Physical Infrastructure and Energy | To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy. | Physic.Infra.&Energy. Effic. | PI&EE2.1            | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Percentage (%) reduction of water loss                          | Implementing measures to reduce water losses based on financial figures | Financial Reports Section 71 & 52                                | All   | 25% water                   | Operational budget | Outcome | #                  | At 12% water losses by FY 2016/2017            | <15% of water losses by June 2016                      | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 9% reduction of water losses as at June 2016           | Delay by SCM supplying process | Ensure installation of Megaflows and PRVs on 2016/17 |
| KPA 3: Services and Customer Care |                         |                              |   |  |                              |                     |                        |   |   |   |  |       |                             |                    |         |                    |  |  |             |                              |                                  |  |                                |  |
| 20                                | COMMUNITY SERVICES      | Dir. CMS                     | KPA 3: Services and Customer Care         | To provide sustainable and affordable services and effective customer care.                                | Serv.&Custom.Care.           | S&CC3.1             | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Number of households receiving a weekly refuse removal services | Provision of weekly refuse removal services                             | Quarterly report to Portfolio Committee, Weekly removal schedule | All   | 68215 households            | Operational budget | Outcome | #                  | 66050 households to have access to basic solid | 83874 households provided with refuse removal services | 30-Jun-16   | 3                            | 3- Fully Effective               | 83874 households provided with refuse removal services | n/a                            | n/a  |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |        |                                   |   |                    | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY     |   |                                   |  |   |       |                                     | TARGETS       |         |                    |                                       | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |   |                        |                 |
|----|-------------------------|--------|-----------------------------------|---|--------------------|------------------------|------------------------|---|-----------------------------------|--|---|-------|-------------------------------------|---------------|---------|--------------------|---------------------------------------|--|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT              | OWNER  | Key Performance Area              | Strategic objective( SO)  | IDP linkage        | IDP Strategy number    | National KPA           | National Outcomes   | INDICATORS                        | Activity (ies), Programme(s), Capital Projects | Evidence (POE)                          | Wards | Baseline as at 30 June 2015         | Annual Budget | Turn of | Target Type-Nr /#V | 5 Year Target 2012/13 - 2016/17       | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance | Remedial Action |
| 21 | TECHNICAL SERVICES      | Dir.TS | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care. | S&CC3.1                | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Length of roads rehabilitated     | Road Maintenance                               | Monthly Report/ Completion certificates | All   | 6.1 kilometres of roads constructed | R 1 000 000   | Output  | #                  | 65km of roads maintained by 2016/2017 | 3500 Metres of roads rehabilitated by June 2016  | 30-Jun-16   | 4                            | 4-Above Expectations             | 4630m of roads rehabilitaited             | n/a                    | n/a             |
| 22 | TECHNICAL SERVICES      | Dir.TS | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care. | S&CC3.1                | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Length of Gravel Roads maintained | Gravel Road maintenance                        | Monthly Report/ Completion certificates | All   | 19.163 km of roads maintained       | R 7 500 000   | Output  | #                  | 65km of roads maintained by 2016/2017 | 127 km of gravel roads maintained by June 2016   | 30-Jun-16   | 4                            | 4-Above Expectations             | 140.3km Grading & regravelling            | n/a                    | n/a             |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK  |           |                                   |   |                    | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY     |   |   |   |  |       |                             |                  | TARGETS  |                    |  |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |  |  |  |
|----|--------------------------|-----------|-----------------------------------|---|--------------------|------------------------|------------------------|---|---|---|--|-------|-----------------------------|------------------|----------|--------------------|--|--|--|------------------------------|----------------------------------|--|--|--|
|    | DEPARTMENT               | OWNER     | Key Performance Area              | Strategic objective( SO)  | IDP linkage        | IDP Strategy number    | National KPA           | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects                                    | Evidence (POE)   | Wards | Baseline as at 30 June 2015 | Annual Budget    | Time of  | Target Time-Nr./#V | 5 Year Target 2012/13-2016/17  | Annual Target Year 4: 2015/2016  | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance   | Remedial Action                                |
| 23 | PLANNING AND DEVELOPMENT | Dir P & D | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care. | S&CC3.1                | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Percentage (%) of land development applications finalised within 3 month, excluding (Township Establishment ) | Finalisation of Land development applications excluding (Township Establishment ) | Land Development application Register , Buss App reports | All   | 89 % of Service Standards   | R 1 06 7 654. 41 | Activity | %                  | 100% finalisation of land development applications in terms of the set service | 100% finalisation of development applications excluding ( Township Establishment ) | 30-Jun-16  | 2                            | 2- Not Fully Effective           | LUM: Submit: 107 Approve: 71 BC: Submit: 1434 Approve: 1331 TOTAL: Submit: 1541 Approve: 1402 91 % Completed | Awaiting comments from other departments and mistakes on building plans to be corrected by applicants. | Notify applicants about errors on application. |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK  |           |                                   |   | NATIONAL STRATEGY LINK |                     | MUNICIPAL DELIVERY     |   |  |  |                                  |       |                             | TARGETS       |          |                     |                                 | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016            |             |                              |                                  |  |                           |                           |
|----|--------------------------|-----------|-----------------------------------|---|------------------------|---------------------|------------------------|---|--|--|----------------------------------|-------|-----------------------------|---------------|----------|---------------------|---------------------------------|---|-------------|------------------------------|----------------------------------|--|---------------------------|---------------------------|
|    | DEPARTMENT               | OWNER     | Key Performance Area              | Strategic objective( SO)  | IDP linkage            | IDP Strategy number | National KPA           | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects | Evidence (POE)                   | Wards | Baseline as at 30 June 2015 | Annual Budget | Time of  | Target Time-Nr (#)/ | 5 Year Target 2012/13 - 2016/17 | Annual Target Year 4: 2015/2016                             | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance    | Remedial Action           |
| 24 | PLANNING AND DEVELOPMENT | Dir P & D | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care.     | S&CC3.1             | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Update of the Housing Transversal list by September 2015 | Updating of the Housing Transversal List       | Updated Housing transversal list | All   | new                         | R 10 676 5441 | Activity | %                   | new                             | 1X Update of the housing transversal list by September 2015 | 30-Sep-15   | 3                            | 3- Fully Effective               | The Housing transversal list was finalized and included as part of the Housing Chapter item , however council did not consider it at the council seating of Feb 2015 | Awaiting Council approval | Awaiting Council approval |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |       |                                   |   |                    | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY     |   |   |   |                   |       |                                     | TARGETS       |         |                    |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016         |             |                              |                                  |   |                        |                 |
|----|-------------------------|-------|-----------------------------------|---|--------------------|------------------------|------------------------|---|---|---|-------------------|-------|-------------------------------------|---------------|---------|--------------------|--|--|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT              | OWNER | Key Performance Area              | Strategic objective( SO)  | IDP linkage        | IDP Strategy number    | National KPA           | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects    | Evidence (POE)    | Wards | Baseline as at 30 June 2015         | Annual Budget | Turn of | Target Type-Nr./#V | 5 Year Target 2012/13-2016/17  | Annual Target Year 4: 2015/2016                          | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance | Remedial Action |
| 25 | FINANCE                 | CEO   | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care. | S&CC3.1                | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Number of indigent households with access to basic services | Supply free basic services to indigent households | Indigent Register | All   | 8489 Indigents household registered | R 49 543 000  | Outcome | #                  | All qualifying Indigents households supply with free basic services annually | 9000 Indigents household supply with free basic services | 30-Jun-16   | 4                            | 4-Above Expectations             | 9135x Indigents household registered      | n/a                    | n/a             |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |        |                                   |   | NATIONAL STRATEGY LINK |                     | MUNICIPAL DELIVERY     |   |  |  |   |       |  |               | TARGETS |                      |  |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |   |   |  |
|----|-------------------------|--------|-----------------------------------|---|------------------------|---------------------|------------------------|---|--|--|---|-------|--|---------------|---------|----------------------|--|---|--|------------------------------|----------------------------------|---|---|--|
|    | DEPARTMENT              | OWNER  | Key Performance Area              | Strategic objective( SO)  | IDP linkage            | IDP Strategy number | National KPA           | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects       | Evidence (POE)                          | Wards | Baseline as at 30 June 2015  | Annual Budget | Turn of | Target Type-Nr. (#/) | 5 Year Target 2012/13 - 2016/17                                  | Annual Target Year 4: 2015/2016                                   | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance  | Remedial Action  |
| 26 | TECHNICAL SERVICES      | Dir TS | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care.     | S&CC3.1             | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Number of VIP toilets converted to Waterborne sanitation             | Conversion of VIP toilets, Emzinoni & Kinross ext 25 | Monthly Report/ Completion certificates | All   | 550 VIP toilets converted to Waterborne Sanitation                 | R 20 000 000  | Outcome | #                    | 1000 VIP toilets converted to Waterborne Sanitation by 2016/2017 | 1800 VIP toilets converted to Waterborne Sanitation by March 2016 | 30-Mar-16  | 2                            | 2- Not Fully Effective           | 647 x VIP toilets converted in Emzinoni   | Late payments by IA (Emzinoni). Late appointment of Service Provider for Kinross due to disruptions | Emzinoni completed. Service Provider appointed for Kinross |
| 27 | TECHNICAL SERVICES      | Dir TS | KPA 3: Services and Customer Care | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care.     | S&CC3.1             | Basic Service Delivery | An efficient, competitive and responsive economic infrastructure network. | Number of households to be provided with access to basic electricity | Provision of Electricity to Households               | Monthly Report/ Completion certificates | All   | 306 Households connected with access to basic services electricity | R 2 200 000   | Outcome | #                    | 1486 households provided with access to electricity by 2016/2017 | 200 household to be electrified by March 2016                     | 30-Mar-16  | 3                            | 3- Fully Effective               | 200 x Household electrified               | Electrification was achieved in Quarter 2   | n/a  |



**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |         |                                     |   |                    | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY           |   |  |   |  |       |   |                    | TARGETS |                     |   |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |   |  |   |
|----|-------------------------|---------|-------------------------------------|---|--------------------|------------------------|------------------------------|---|--|---|--|-------|---|--------------------|---------|---------------------|---|---|--|------------------------------|----------------------------------|---|--|---|
|    | DEPARTMENT              | OWNER   | Key Performance Area                | Strategic objective( SO)  | IDP linkage        | IDP Strategy number    | National KPA                 | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects  | Evidence (POE)                               | Wards | Baseline as at 30 June 2015   | Annual Budget      | Turn of | Target Value-Nr /#V | 5 Year Target 2012/13 - 2016/17                           | Annual Target Year 4: 2015/2016   | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016   | Reason for Performance   | Remedial Action   |
| 28 | COMMUNITY SERVICES      | Dir CMS | KPA 3: Services and Customer Care   | To provide sustainable and affordable services and effective customer care. | Serv.&Custom.Care. | S&CC3.1                | Basic Service Delivery       | An efficient, competitive and responsive economic infrastructure network. | Number of applications submitted for licensing of Landfill sites by March 2016     | Submission of application for licensing of Kinross and Leandra landfill sites as per the approved waste management plan | Application , Issuing of ROD And Certificate | All   | Approved Waste Management Plan  | Operational budget | Input   | #                   | 2x landfill sites licensed as per the approved integrated | 2x Applications submitted for licensing of Kinross and Leandra landfill by March 2016 | 30-Mar-16  | 4                            | 4- Above Expectations            | 2 x Applications Submitted Acknowledgement of applications confirm by the Dept of Environmental Affairs dated 30 September 2016   | n/a  | n/a   |
| 29 | Regional Manager        | RM      | KPA 7: Institutional Transformation | To ensure institutional transformation.                                     | Inst.Transform.    | INST7.1                | Municipal Transformation and | A Skilled and capable Workforce to support an inclusive growth path       | Percentage (%) of service delivery complaint attended to as per services standards | Attendance of customer complaints   | Complaints management reports                | All   | 75% of service delivery complaints attended to ( final performance to be determine at year end) | Operational budget | Outcome | %                   | 100% of service delivery complaints attended to per annum | 100% of service delivery complaints attended to as per the services standards         | 30-Jun-16  | 3                            | 3- Fully Effective               | 84.51% Complaints attended to by the 3 Regions for the financial year which are break up as follows:<br><br>Region 1 : 86.29% of complaints attended (call centre/ walk-ins/ ward committee submitted | Personnel shortage/ vehicle downtime/ insufficient stock items. Slow procurement processes which lead to some complaints not being attended to on time. Insufficient | Procurement of material and equipments/ filling of vacant (service delivery) posts/ timeous repair of vehicles. Development of a departmental procurement |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO                                     | MUNICIPAL STRATEGY LINK |          |   |  |                        | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY |   |  |   |                              |       |                             | TARGETS       |         |                   |                               | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |  |   |   |
|--|-------------------------|----------|---|--|------------------------|------------------------|--------------------|---|--|---|------------------------------|-------|-----------------------------|---------------|---------|-------------------|-------------------------------|--|-------------|------------------------------|----------------------------------|--|---|---|
|  | DEPARTMENT              | OWNER    | Key Performance Area                    | Strategic objective( SO)                       | IDP linkage            | IDP Strategy number    | National KPA       | National Outcomes   | INDICATORS                                       | Activity (ies), Programme(s), Capital Projects            | Evidence (POE)               | Wards | Baseline as at 30 June 2015 | Annual Budget | Time of | Target Type-Nr./# | 5 Year Target 2012/13-2016/17 | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance  | Remedial Action   |
|  |                         |          |   |  |                        |                        |                    |   |  |   |                              |       |                             |               |         |                   |                               |  |             |                              |                                  | complaints).<br><br>Region 2 :78.25 % of complaints attended (call centre/ walk-ins/ ward committee submitted complaints<br><br>Region 3: 89% of complaints attended (call centre/ walk-ins/ ward committee submitted complaints). | fleet<br>Lack of material at the store as well as shortage of staff | plans to assist SCM in procuring required resources on time<br>Speed up the repairs of critical machinery and municipal vechiles<br>Procurement of yellow fleet |
| KPA 4: Economic Growth and Development |                         |          |   |  |                        |                        |                    |   |  |   |                              |       |                             |               |         |                   |                               |  |             |                              |                                  |  |   |   |
| 30                                     | COMMUNITY SERVICES      | Dir. CMS | KPA 4: Economic Growth and Development. | To facilitate economic growth and development. | Econ.Grow.&Development | E&DEV4.1               | Local Economic     | An efficient, competitive and responsive economic infrastructure network. | Number of job opportunities created through EPWP | Recruitment and appointment of beneficiaries through EPWP | Appointment letters/ Reports | All   | 435 jobs created            | R 2 000 000   | Outcome | #                 | 840 job opportunities         | 600 jobs to be created by December 2015          | 30-Dec-15   | 3                            | 3-Fully Effective                | 541 jobs created   | Budget constraint   | n/a   |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK  |           |  |  |                   | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY         |   |   |   |  |       |                                    |                    | TARGETS |                    |   |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |  |  |   |
|----|--------------------------|-----------|--|--|-------------------|------------------------|----------------------------|---|---|---|--|-------|------------------------------------|--------------------|---------|--------------------|---|---|--|------------------------------|----------------------------------|--|--|---|
|    | DEPARTMENT               | OWNER     | Key Performance Area                   | Strategic objective( SO)                       | IDP linkage       | IDP Strategy number    | National KPA               | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects  | Evidence (POE)   | Wards | Baseline as at 30 June 2015        | Annual Budget      | Type of | Target Type-Nr./#V | 5 Year Target 2012/13-2016/17                             | Annual Target Year 4: 2015/2016   | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016  | Reason for Performance   | Remedial Action   |
| 31 | PLANNING AND DEVELOPMENT | Dir P & D | KPA 4: Economic Growth and Development | To facilitate economic growth and development. | Econ.Grow.&Devel. | E&DEV4.1               | Local Economic             | An efficient, competitive and responsive economic infrastructure network. | Number of Progress reports submitted to Council on Social and labour plans( SLP) projects implemented | Monitor progress of SLP projects implemented  | SLP Minutes , progress reports.                                |       | 2014/2015 SLP projects implemented | Operational budget | Outcome | #                  | Quarterly progress reports on SLP projects                | 4X progress reporting on implementation of Social and labour plans( SLP) projects | 30-Jun-16  | 3                            | 3- Fully Effective               | 4 X Progress report were served.   | Target achieved  | n/a   |
| 32 | PLANNING AND DEVELOPMENT | Dir P & D | KPA 4: Economic Growth and Development | To facilitate economic growth and development. | Econ.Grow.&Devel. | E&DEV4.1               | Local Economic Development | An efficient, competitive and responsive economic infrastructure network. | Feasibility study on the Development of the Industrial park West of Secunda conducted                 | GMM and Provincial Government to conclude the MOU, Appointment of Service Provider to Conduct feasibility study and implementation plan | Signed MOU , Feasibility Report and Quarterly Progress reports | All   | new                                | R 600 000          | Outcome | #                  | 1x feasibility study and implementation plan by June 2016 | 1x feasibility study and implementation plan by June 2016                         | 30-Jun-16  | 3                            | 3- Fully Effective               | Project timeline reviewed due to late appointment and additional Funding from DEDT A Meeting was held 19 May 2016. | Joint agreement with DEDT was amended on 3 June and funds not paid to GMM by 30 June2016 | Project program and timelines to be adjusted in July 2016 |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO                            | MUNICIPAL STRATEGY LINK  |           |  |  |                   | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY         |   |   |  |   |       |   | TARGETS            |         |                     |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016                      |             |                              |  |  |  |   |
|-------------------------------|--------------------------|-----------|--|--|-------------------|------------------------|----------------------------|---|---|--|---|-------|---|--------------------|---------|---------------------|---|---|-------------|------------------------------|--|--|--|---|
|                               | DEPARTMENT               | OWNER     | Key Performance Area                   | Strategic objective( SO)                           | IDP linkage       | IDP Strategy number    | National KPA               | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects   | Evidence (POE)  | Wards | Baseline as at 30 June 2015               | Annual Budget      | Turn of | Target Type-Nr /#/% | 5 Year Target 2012/13-2016/17                     | Annual Target Year 4: 2015/2016                                       | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating           | Actual Performance for the year 2015/2016  | Reason for Performance   | Remedial Action   |
| 33                            | PLANNING AND DEVELOPMENT | Dir:P & D | KPA 4: Economic Growth and Development | To facilitate economic growth and development.     | Econ.Grow.&Devel. | E&DEV4.1               | Local Economic Development | An efficient, competitive and responsive economic infrastructure network. | Investment Promotion and Incentives Policy developed by December 2015 | Development of Investment Promotion and Incentives Policy and submission to Council for approval | Council Resolution / Approved Investment Promotion Policy | All   | new                                       | Operational budget | Outcome | #                   | new   | 1xInvestment Promotion and Incentives Policyapproved by December 2015 | 31-Dec-15   | 2                            | 2- Not Fully Effective                     | A Draft Development Investment Incentive Policy was developed and submitted as an item to council. . | Although submitted as an item to council, It could not be listed on the council agenda due to plethora of matters before council | It will serve in the first quarter of the new financial year. |
| 34                            | PLANNING AND DEVELOPMENT | Dir:P & D | KPA 4: Economic Growth and Development | To facilitate economic growth and development.     | Econ.Grow.&Devel  | E&DEV4.1               | Local Economic             | An efficient, competitive and responsive economic infrastructure network. | Number of High impact Investments concluded                           | Identify High Impact Investments   | Signed MOU's  |       | new                                       | Operational budget | Outcome | #                   | 2x High impact Investments concluded by June 2016 | 30-Jun-16   | 3           | 3- Fully Effective           | 2x High impact Investments were concluded. | Target achieved  | n/a  |   |
| KPA 5: Safety and Environment |                          |           |  |  |                   |                        |                            |   |   |  |   |       |   |                    |         |                     |   |   |             |                              |  |  |  |   |
| 35                            | COMMUNITY SERVICES       | Dir: CMS  | KPA 5: Safety and Environment          | To ensure safety within the community as well as a | Safety&Env.       | S&ENV5.1               | Basic Service              | All people in south Africa protected and feel safe                        | Percentage (%) of fire fighting response attended to in               | Attend to fire fighting response in compliance to Service Standards                              | Quarterly report on response to fire fighting             | All   | 89.5% Adherence to fire fighting response | Operational        | Outcome | %                   | 100% Adherence to fire fighting response          | 30-Jun-16   | 3           | 3- Fully Effective           | 83.7% Adherence to fire fighting response  | Service standards for response time is 75 % as per the norm  | n/a  |   |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |          |                               |  |             | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY     |  |   |   |   |       |                             | TARGETS            |          |                    |                               | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |   |                               |  |
|----|-------------------------|----------|-------------------------------|--|-------------|------------------------|------------------------|--|---|---|---|-------|-----------------------------|--------------------|----------|--------------------|-------------------------------|--|-------------|------------------------------|----------------------------------|---|-------------------------------|--|
|    | DEPARTMENT              | OWNER    | Key Performance Area          | Strategic objective( SO)   | IDP linkage | IDP Strategy number    | National KPA           | National Outcomes                                  | INDICATORS                                    | Activity (ies), Programme( s), Capital Projects | Evidenc e (POE)                               | Wards | Baseline as at 30 June 2015 | Annual Budget      | Turne of | Target Value-Nr /# | 5 Year Target 2012/13-2016/17 | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance        | Remedial Action  |
|    |                         |          |                               | healthy and protected environme nt   |             |                        |                        |  | compliance to Service Standards response time | response time                                   | respons e                                     |       |                             |                    |          |                    |                               |  |             |                              |                                  |   |                               |  |
| 36 | COMMUNITY SERVICES      | Dir. CMS | KPA 5: Safety and Environment | To ensure safety within the communit y as well as a healthy and protected environme nt | Safety&Env. | S&ENV5.1               | Basic Service Delivery | All people in south Africa protected and feel safe | Number of Notices issued                      | By-law enforcemen t                             | Quarterl y reports on notice and fines issued | All   | new                         | Operational budget | Outcome  | #                  | 1500 Notices & 1000 fines     | 1500 Notice                                      | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 983x Notices issued                       | Lack of resources             | Prioritization of procurement of resources             |
| 37 | COMMUNITY SERVICES      | Dir. CMS | KPA 5: Safety and Environment | To ensure safety within the communit y as well as a healthy and protected environme nt | Safety&Env. | S&ENV5.1               | Basic Service Delivery | All people in south Africa protected and feel safe | Number of Fines issued                        | By-law enforcemen t                             | Quarterl y reports on notice and fines issued | All   | new                         | Operational budget | Outcome  | #                  | 1500 Notices & 1000 fines     | 1000 fines                                       | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 0 Fines issued                            | Fine book not yet promulgated | Promulgatin to be done in New Financial Year 2016/2017 |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |           |                               |  | NATIONAL STRATEGY LINK |                     | MUNICIPAL DELIVERY     |  |  |   |   |       |   | TARGETS            |         |                     |                               | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016                          |             |                              |                                  |   |                        |                 |
|----|-------------------------|-----------|-------------------------------|--|------------------------|---------------------|------------------------|--|--|---|---|-------|---|--------------------|---------|---------------------|-------------------------------|---|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT              | OWNER     | Key Performance Area          | Strategic objective( SO)   | IDP linkage            | IDP Strategy number | National KPA           | National Outcomes                                  | INDICATORS   | Activity (ies), Programme(s), Capital Projects  | Evidence (POE)                                  | Wards | Baseline as at 30 June 2015                     | Annual Budget      | Turn of | Target Value-Nr./#V | 5 Year Target 2012/13-2016/17 | Annual Target Year 4: 2015/2016   | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016                                 | Reason for Performance | Remedial Action |
| 38 | CORPORATE SERVICES      | Dir. Corn | KPA 5: Safety and Environment | To ensure safety within the community as well as a healthy and protected environment | Safety&Env.            | S&ENV5.1            | Basic Service Delivery | All people in south Africa protected and feel safe | Development and Implementation of Evacuation Plan  | Approval of evacuation plan by MM, workshop plan to employees, ensure safety signage visibility | Approved Evacuation Plan signed off by the MM   | All   | new   | Operational budget | Outcome | #                   | new                           | 1x Evacuation Plan development by December 2015                           | 31-Dec-15   | 4                            | 4- Above Expectations            | 1x Evacuation Plan development and submitted and approved on 29 June 2015 | n/a                    | n/a             |
| 39 | CORPORATE SERVICES      | Dir. Corn | KPA 5: Safety and Environment | To ensure safety within the community as well as a healthy and protected environment | Safety&Env.            | S&ENV5.1            | Basic Service Delivery | All people in south Africa protected and feel safe | Development of a Wellness and Disease Management Programme in terms of SANS 16001 by June 2016 | Develop a Wellness and Disease Management programme   | Wellness and Disease Management programme       |       | new   | Operational budget | Outcome |                     | new                           | 1xDevelopment of a Wellness and Disease Management Programme by June 2016 | 30-Jun-16   | 3                            | 3- Fully Effective               | 1x W&DM Policy developed - Needs Analysis - Wellness Day                  | n/a                    | n/a             |
| 40 | COMMUNITY SERVICES      | Dir. CMS  | KPA 5: Safety and Environment | To ensure safety within the community as well as a healthy                           | Safety&Env.            | S&ENV5.1            | Basic Service          | All people in south Africa protected and feel safe | Development of draft Environmental Management Plan by June 2016                                | Development of Environmental Management Plan for submission                                     | Council Resolution and Environmental Management | All   | Environmental Management Plan (Gert Sibande DM) | Operational        | Outcome |                     | new                           | 1x Draft Environmental Management Plan by June 2016                       | 30-Jun-16   | 4                            | 4- Above Expectations            | 1 x Environmental Management Plan approved                                | n/a                    | n/a             |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO                                      | MUNICIPAL STRATEGY LINK |          |   |   |                  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY |  |  |  |  |       |                                       |                    | TARGETS        |                     |   |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |   |                        |                 |
|---|-------------------------|----------|---|---|------------------|------------------------|--------------------|--|--|--|--|-------|---------------------------------------|--------------------|----------------|---------------------|---|--|--|------------------------------|----------------------------------|---|------------------------|-----------------|
|   | DEPARTMENT              | OWNER    | Key Performance Area                    | Strategic objective( SO)                        | IDP linkage      | IDP Strategy number    | National KPA       | National Outcomes                                  | INDICATORS   | Activity (ies), Programme(s), Capital Projects | Evidence (POE)   | Wards | Baseline as at 30 June 2015           | Annual Budget      | Turn of Target | Target Value-Nr./#% | 5 Year Target 2012/13-2016/17                               | Annual Target Year 4: 2015/2016                    | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance | Remedial Action |
|   |                         |          |   | and protected environment                       |                  |                        |                    |  |  | to Municipal Manager for approval by June 2016 | ment Plan  |       |                                       |                    |                |                     |   |  |  |                              |                                  |   |                        |                 |
| KPA 6: Social and Community Development |                         |          |   |   |                  |                        |                    |  |  |  |  |       |                                       |                    |                |                     |   |  |  |                              |                                  |   |                        |                 |
| 41                                      | COMMUNITY SERVICES      | Dir. CMS | KPA 6: Social and Community Development | To facilitate social and community development. | Social.&Comm.Dev | S&DEV6.1               | Basic Service      | All people in south Africa protected and feel safe | Number of Progress reports submitted to Council on the Maintenance of Cemeteries | Maintenance of Cemeteries                      | Maintenance plan for Cemeteries and Council Resolution | All   | 2014/2015 Maintenance plan Cemeteries | Operational budget | Output         | #                   | Quarterly progress reports on the Maintenance of Cemeteries | 4x progress reporting on Maintenance of Cemeteries | 30-Jun-16  | 3                            | 3-Fully Effective                | 4x Progress Report submitted              | n/a                    | n/a             |
| KPA 7: Institutional Transformation     |                         |          |   |   |                  |                        |                    |  |  |  |  |       |                                       |                    |                |                     |   |  |  |                              |                                  |   |                        |                 |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |        |                                     |   |                  | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                                      |   |   |  |                                |       |  | TARGETS            |                |  |             | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                                  |   |                        |                 |
|----|-------------------------|--------|-------------------------------------|---|------------------|------------------------|---|---|---|--|--------------------------------|-------|--|--------------------|----------------|--|-------------|--|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT              | OWNER  | Key Performance Area                | Strategic objective( SO)                | IDP linkage      | IDP Strategy number    | National KPA  | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects           | Evidence (POE)                 | Wards | Baseline as at 30 June 2015                  | Annual Budget      | Time of Target | Annual Target Year 4: 2015/2016  | Target Date | Final Scoring: Annual Target                     | Annual Performance Legend Rating | Actual Performance for the year 2015/2016               | Reason for Performance | Remedial Action |
| 42 | CORPORATE SERVICES      | Dir CS | KPA 7: Institutional Transformation | To ensure institutional transformation. | Inst. Transform. | INST7.1                | Municipal Transformation and Organisational Development | A Skilled and capable Workforce to support an inclusive growth path | Percentage (%) of Employees employed in the three highest levels of management in compliance with Employment Equity | Appointments made in line with Employment Equity targets | Employment Equity report       | All   | 2.2% positive increase in terms of level 0-3 | Operational budget | Outcome        | 40% Employees employed in the three highest levels of management by the end of June 2016 | 30-Jun-16   | 2  | 2- Not Fully Effective           | 9 X Appointments made in Q2 - Moratorium in Q1, Q3 & Q4 | n/a                    | n/a             |
| 43 | CORPORATE               | Dir CS | KPA 7: Institutional Transformation | To ensure institutional transformation. | Inst. Transform. | INST7.1                | Municipal Transformation and Organisational Development | A Skilled and capable Workforce                                     | Percentage (%) of a municipality's budget   | Monitoring of Training budget as per the                 | Financial and Training reports | All   | 75.52% of allocated budget                   | Operational budget | Outcome        | 100% of allocated budget spent on  | 30-Jun-16   | 3  | 3- Fully Effective               | R92 273.21 spent (18.45%) - Moratorium introduced in Q3 | n/a                    | n/a             |



**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |        |                                     |   |                 | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                       |   |  |  |                |       |                             |                    | TARGETS |                   |                                 |                                 | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |  |                        |                      |
|----|-------------------------|--------|-------------------------------------|---|-----------------|------------------------|--|---|--|--|----------------|-------|-----------------------------|--------------------|---------|-------------------|---------------------------------|---------------------------------|--|------------------------------|----------------------------------|--|------------------------|----------------------|
|    | DEPARTMENT              | OWNER  | Key Performance Area                | Strategic objective( SO)                | IDP linkage     | IDP Strategy number    | National KPA                             | National Outcomes   | INDICATORS   | Activity (ies), Programme(s), Capital Projects | Evidence (POE) | Wards | Baseline as at 30 June 2015 | Annual Budget      | Time of | Target Type-Nr./# | 5 Year Target 2012/13 - 2016/17 | Annual Target Year 4: 2015/2016 | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016      | Reason for Performance | Remedial Action      |
|    |                         |        |                                     | transformation.                         |                 |                        |  | to support an inclusive growth path   | actually spent on implementing of its workplace skills plan. | Workplace skills plan                          |                |       | spent on WSP                |                    |         |                   |                                 | WSP annually by June 2016       |  |                              |                                  |  |                        |                      |
| 44 | CORPORATE SERVICES      | Dir CS | KPA 7: Institutional Transformation | To ensure institutional transformation. | Inst.Transform. | INST7.1                | Good Governance and Public Participation | A responsive and accountable, effective and efficient local government system | MOU with Department of Justice signed                        | Establishment of Municipal Court               | Signed MOU's   | All   | new                         | Operational budget | Outcome | #                 | new                             | 1x Signed MOU by June 2016      | 30-Jun-16  | 2                            | 2- Not Fully Effective           | Plenary stage of Phase 1 of Directive from DOJ | Procurement of safes   | Procurement of safes |

**KPA 8: Financial Sustainability**

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |       |                                 |                                     |              | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                           |   |  |  |  |       |                                       | TARGETS            |                 |                    |  | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016           |             |                              |                                  |   |                        |  |
|----|-------------------------|-------|---------------------------------|-------------------------------------|--------------|------------------------|--|---|--|--|--|-------|---------------------------------------|--------------------|-----------------|--------------------|--|--|-------------|------------------------------|----------------------------------|---|------------------------|--|
|    | DEPARTMENT              | OWNER | Key Performance Area            | Strategic objective( SO)            | IDP linkage  | IDP Strategy number    | National KPA                                 | National Outcomes   | INDICATORS                                       | Activity (ies), Programme( s), Capital Projects          | Evidenc e (POE)                              | Wards | Baseline as at 30 June 2015           | Annual Budget      | Type of Outcome | Target Type-Nr /#V | 5 Year Target 2012/13-2016/17  | Annual Target Year 4: 2015/2016                            | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance | Remedial Action  |
| 45 | FINANCE                 | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain. | FINS8.1                | Municipal Financial Viability and Management | A responsive and accountable, effective and efficient local government system | Percentage (%) of Debtors Payment as per Billing | Maintain a 90% Debtors Payment percentage as per Billing | Quarterly Report (Financial Ratios)          | All   | 100 % payment rate of current debtors | Operational budget | Outcome         | %                  | Maintain a debtors payment percentage of 96% per Billing by FY 2016/2017 | 92 % Debtors payment percentage per quarter as per Billing | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 94.75 % Debtors payment percentage        | n/a                    | n/a  |
| 46 | FINANCE                 | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain. | FINS8.1                | Municipal                                    | A responsive and accountable, effective and efficient local                   | Percentage (%) of Debt book Reduction            | Debt book reduction by 15%                               | Monthly and Quarterly Report Revenue enhance | All   | Revenue enhance plan of 2015          | Operational budget | Activity        | %                  | 100% implementation of   | 15% reduction of debt book by June 2016                    | 30-Jun-16   | 2                            | 2- Not Fully Effective           | Debt book decreased for the year by 5.28% | n/a                    | submission of the report to council for the writes all noncollectable accounts |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |       |                                 |                                     |              | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY                |   |   |  |                                     |       |  |                    | TARGETS        |  |  |             | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                                  |   |   |  |
|----|-------------------------|-------|---------------------------------|-------------------------------------|--------------|------------------------|-----------------------------------|---|---|--|-------------------------------------|-------|--|--------------------|----------------|--|--|-------------|--|----------------------------------|---|---|--|
|    | DEPARTMENT              | OWNER | Key Performance Area            | Strategic objective( SO)            | IDP linkage  | IDP Strategy number    | National KPA                      | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects                         | Evidence (POE)                      | Wards | Baseline as at 30 June 2015                      | Annual Budget      | Time of Target | 5 Year Target 2012/13 - 2016/17                      | Annual Target Year 4: 2015/2016                            | Target Date | Final Scoring: Annual Target                     | Annual Performance Legend Rating | Actual Performance for the year 2015/2016     | Reason for Performance                                | Remedial Action  |
|    |                         |       |                                 |                                     |              |                        | governme nt system                |   |   | ement plan   |                                     |       |  |                    |                |  |  |             |  |                                  |   |   |  |
| 47 | FINANCE                 | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain. | FINS8.1                | Municipal Financial Viability and | A responsive and accountable, effective and efficient local government system | Percentage (%) Of Operating Service Debtors to Revenue: (Total outstanding services debtors/ Annual service Revenue received for services x 100). | Financial Viability measured in terms of OS Service Debtors to Revenue | Quarterly Report (Financial Ratios) | All   | 84.1 % of outstanding service debtors to revenue | Operational budget | %              | 70% of OS Service Debtors to Revenue by FY 2016/2017 | 70% of outstanding service debtors to revenue by June 2016 | 30-Jun-16   | 2  | 2- Not Fully Effective           | 89.73% outstanding service debtors to revenue | under recover of debt is due to non collectable debts | submission of the report to council for the writes all noncollectable accounts |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |       |                                 |                                     | NATIONAL STRATEGY LINK |                     | MUNICIPAL DELIVERY                |   |   |  |                                     |       |   | TARGETS             |            |   |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |   |  |  |
|----|-------------------------|-------|---------------------------------|-------------------------------------|------------------------|---------------------|-----------------------------------|---|---|--|-------------------------------------|-------|---|---------------------|------------|---|---|--|-------------|------------------------------|----------------------------------|---|--|--|
|    | DEPARTMENT              | OWNER | Key Performance Area            | Strategic objective( SO)            | IDP linkage            | IDP Strategy number | National KPA                      | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects               | Evidence (POE)                      | Wards | Baseline as at 30 June 2015             | Annual Budget       | Turn of    | Target Turn-Nr (#)/   | 5 Year Target 2012/13 - 2016/17                             | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016                       | Reason for Performance   | Remedial Action  |
| 48 | FINANCE                 | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial Viability and | A responsive and accountable, effective and efficient local government system | Percentage (%) Of Debt coverage ratio (Total revenue received - Total grants)/debt service payments due within the year x 100). | Financial Viability measured in terms of debt coverage ratio | Quarterly Report (Financial Ratios) | All   | > 100% of debt coverage ratio of 28792% | Operational Outcome | %          | > 100% Debt coverage calculated as per the ratio determined | > 100% Debt coverage calculated as per the ratio determined | 30-Jun-16  | 3           | 3- Fully Effective           |                                  | 33570.31 % Debt coverage calculated as per the ratio determined | n/a  | n/a  |
| 49 | FINANCE                 | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial Viability     | A responsive and accountable, effective and efficient local government system | Cost coverage ratio (Available cash at particular time + investments)/ Monthly fixed operating expenditure x 100).              | Financial Viability measured in terms of Cost coverage ratio | Quarterly Report (Financial Ratios) | All   | 0 Months . 17.3% cost coverage          | Operational budget  | % / Months | Cost coverage ratio calculated as per the ratio             | 1-3 month per quarter of cost coverage ratio calculated     | 30-Jun-16  | 1           | 1- Unacceptable              |                                  | 12.42% Cost coverage ratio                                      | Nil days Due to revenue constraints or non-collection of service charges | Implementation the following: installation of the top 100 large power users meters, correction non billable meters |

**GOVAN MBEKI MUCIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK         |       |                                 |                                     | NATIONAL STRATEGY LINK |                     | MUNICIPAL DELIVERY                |   |   |   |   |       |                             |               | TARGETS |                       |  |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |                              |                                  |   |   |   |
|----|---------------------------------|-------|---------------------------------|-------------------------------------|------------------------|---------------------|-----------------------------------|---|---|---|---|-------|-----------------------------|---------------|---------|-----------------------|--|---|--|------------------------------|----------------------------------|---|---|---|
|    | DEPARTMENT                      | OWNER | Key Performance Area            | Strategic objective( SO)            | IDP linkage            | IDP Strategy number | National KPA                      | National Outcomes   | INDICATORS  | Activity (ies), Programme(s), Capital Projects  | Evidence (POE)  | Wards | Baseline as at 30 June 2015 | Annual Budget | Type of | Target Type-Nr. (#/V) | 5 Year Target 2012/13-2016/17          | Annual Target Year 4: 2015/2016           | Target Date                                      | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016 | Reason for Performance  | Remedial Action   |
| 50 | OFFICE OF THE MUNICIPAL MANAGER | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial Viability and | A responsive and accountable, effective and efficient local government system | Percentage ( % )of the Municipality's capital budget spent on capital projects identified in the IDP, measured as Total Actual Capital Expenditure/ Approved Capital Budget x 100 (All Funding excl. MIG) | CAPEX:The percentage of a municipality 's capital budget spent on capital projects identified in the IDP for the 2015/16 financial year | List of capital projects and report on spending capital budget on capital projects identified | All   | 55% of capital budget spent | R 50 551 000  | Output  | %                     | 100% of capital budget spent per annum | 100% of capital budget spent by June 2015 | 30-Jun-16  | 2                            | 2- Not Fully Effective           | 39% of capital budget spent               | Delays in appointment of contractors for implementation of planned projects | Roll over to be applied for and projects to be completed in the next financial year         |
| 51 | OFFICE OF THE MUNICIPAL MANAGER | CEO   | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial               | A responsive and accountable, effective and efficient local government system | Percentage (%) of approved capital budget spend (MIG)   | CAPEX:The percentage of a municipality 's capital budget spent on capital projects identified in the IDP for                            | Report and proof of MIG funding spent   | All   | 100% of MIG funding spent   | R 55 888 000  | Output  | %                     | 100% of spending on MIG annually       | 100% of spending on MIG by June 2016      | 30-Jun-16  | 3                            | 3- Fully Effective               | 96% of spending on MIG                    | Community disruptions. Late appointment of Service Providers                | Forward Planning. Appointment of Service Providers in the 4th quarter of the financial year |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK |             |                                 |                                     |              | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |   |  |  |   |       |  | TARGETS            |                |                    |   | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |             |                              |                                  |  |                        |                     |
|----|-------------------------|-------------|---------------------------------|-------------------------------------|--------------|------------------------|---------------------|---|--|--|---|-------|--|--------------------|----------------|--------------------|---|--|-------------|------------------------------|----------------------------------|--|------------------------|---------------------|
|    | DEPARTMENT              | OWNER       | Key Performance Area            | Strategic objective( SO)            | IDP linkage  | IDP Strategy number    | National KPA        | National Outcomes   | INDICATORS   | Activity (ies), Programme( s), Capital Projects  | Evidence (POE)                          | Wards | Baseline as at 30 June 2015                    | Annual Budget      | Type of Target | Target Type-Nr./#V | 5 Year Target 2012/13-2016/17                 | Annual Target Year 4: 2015/2016                  | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016    | Reason for Performance | Remedial Action     |
|    |                         |             |                                 |                                     |              |                        |                     |   |  | the 2015/16 financial year in terms of MIG Funds |   |       |  |                    |                |                    |   |  |             |                              |                                  |  |                        |                     |
| 52 | FINANCE                 | CEO/Dir:TES | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain. | FINS8.1                | Municipal Financial | A responsive and accountable, effective and efficient local government system | Percentage (%) of operational budget spent on repairs and maintenance. | Provision for repairs and maintenance            | Proof spending on maintenance / reports | All   | 93% of budget spent on repairs and maintenance | Operational budget | Outcome        | %                  | 100% of repairs and maintenance spent         | 100% of Repairs and maintenance budget spent     | 30-Jun-16   | 2                            | 2- Not Fully Effective           | 74.21 % Repairs and maintenance budget spent | Cash flow constraints  | Revenue Enhancement |
| 53 | FINANCE                 | CEO         | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain. | FINS8.1                | Municipal Financial | A responsive and accountable, effective and efficient local government system | Compilation and Approval of Budget (FY2015/16)                         | Compilation Approval of Budget                   | Council resolution                      | All   | 2014 Budget                                    | Operational budget | Output         | #                  | 1 X Annual Compilation and Approval of Budget | Approval of the budget by the end of May 2015    | 31-May-15   | 3                            | 3- Fully Effective               | 1X Budget compiled and approved by Council   | n/a                    | n/a                 |

**GOVAN MBEKI MUNICIPALITY : MUNICIPAL SCORECARD/ TOP LAYER SDBIP 2015/2016  
OVERERALL ANNUAL PERFORMANCE FOR FINANCIAL YEAR 2015-2016**

| NO | MUNICIPAL STRATEGY LINK            |              |                                 |                                     | NATIONAL STRATEGY LINK | MUNICIPAL DELIVERY  |                               |   |   |   |   |       | TARGETS   |                    |         |                    | OVERALL PERFORMANCE FOR FINANCIAL YEAR 2015-2016 |   |             |                              |                                  |   |                        |                 |
|----|------------------------------------|--------------|---------------------------------|-------------------------------------|------------------------|---------------------|-------------------------------|---|---|---|---|-------|---|--------------------|---------|--------------------|--|---|-------------|------------------------------|----------------------------------|---|------------------------|-----------------|
|    | DEPARTMENT                         | OWNER        | Key Performance Area            | Strategic objective( SO)            | IDP linkage            | IDP Strategy number | National KPA                  | National Outcomes   | INDICATORS                                    | Activity (ies), Programme( s), Capital Projects                       | Evidenc e (POE)   | Wards | Baseline as at 30 June 2015   | Annual Budget      | Turn of | Target Type-Nr /#V | 5 Year Target 2012/13- 2016/17                   | Annual Target Year 4: 2015/2016                       | Target Date | Final Scoring: Annual Target | Annual Performance Legend Rating | Actual Performance for the year 2015/2016   | Reason for Performance | Remedial Action |
| 54 | FINANCE & PLANNING AND DEVELOPMENT | CEO          | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial Viability | A responsive and accountable, effective and efficient local government system | Aligned IDP, Budget and SDBIP                 | Alignment of the IDP, Budget and SDBIP as per Approved Capital budget | Internal Audit Report Copy of IDP/Budget                  | All   | 100% alignment  | Operational budget | Outcome | %                  | 100% Alignment of IDP, Budget and SDBIP          | 100% Alignment IDP, Budget and SDBIP                  | 30-Jun-16   | 3                            | 3- Fully Effective               | Cross referencing has been done in terms of the IDP linkage number, IDP Strategic number in terms of each capital project contained in the budget and reflected in the IDP 2016/2017. | Target achieved        | n/a             |
| 55 | PLANNING AND DEVELOPMENT           | CEO/Dir Plan | KPA 8: Financial Sustainability | To ensure financial sustainability. | Fin.Sustain.           | FINS8.1             | Municipal Financial           | A responsive and accountable, effective and efficient local government system | Value of identified land sold for development | Alienation of property as additional income for Council by annually   | List of identified land sold, Invoices, Pictures and Maps | All   | Land to the value of R 108 054 178 was identified and alienated for development | Operational budget | Output  | #                  | R100 Million in year 3                           | R 20 Million of identified land sold by December 2015 | 31-Dec-15   | 5                            | 5- Outstanding                   | Total value of land sold = R30, 000, 000  | Target achieved        | n/a             |
|    |                                    |              |                                 |                                     |                        |                     |                               |   |   |   |   |       |   |                    |         |                    |  |   |             |                              |                                  |   |                        |                 |

## CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

### COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

#### Introduction

Human Resources Management within the municipal environment is responsible for the administration of the municipal workforce by ensuring that the Municipality maintains effective and efficient functionality of human resource processes and procedures which are legislatively required and complied to.

#### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

| Description                         | Employees  |                |              |            |               |
|-------------------------------------|------------|----------------|--------------|------------|---------------|
|                                     | 2014/2015  | 2015/2016      |              |            |               |
|                                     | Employees  | Approved Posts | Employees    | Vacancies  | Vacancies     |
|                                     | No.        | No.            | No.          | No.        | %             |
| Water and Sanitation                | 70         | 137            | 91           | 46         | 33.58%        |
| Waste Water Treatment Works         | 180        | 173            | 75           | 98         | 56.65%        |
| Electricity                         | 99         | 153            | 72           | 81         | 52.94%        |
| Solid Waste Management              | 55         | 558            | 199          | 359        | 64.34%        |
| Human Settlement                    | 20         | 29             | 21           | 8          | 27.59%        |
| Roads and Stormwater                | 73         | 156            | 109          | 47         | 30.13%        |
| Transport                           | 23         | 65             | 33           | 32         | 49.23%        |
| Planning and Development            | 30         | 51             | 37           | 14         | 27.45%        |
| Local Economic Development          | 2          | 4              | 2            | 2          | 50.00%        |
| Planning (Strategic & Regulatory)   | 30         | 51             | 37           | 14         | 27.45%        |
| Fire and Disaster Management        | 71         | 108            | 68           | 40         | 37.04%        |
| Sport, Recreation and Facilities    | 37         | 58             | 32           | 26         | 44.83%        |
| Information Services -Library       | 35         | 51             | 43           | 8          | 15.69%        |
| Executive Council                   | 81         | 87             | 82           | 5          | 5.75%         |
| Finance                             | 105        | 208            | 141          | 67         | 32.21%        |
| Human Resource; OHS; IR             | 17         | 24             | 18           | 6          | 25.00%        |
| ICT                                 | 8          | 14             | 8            | 6          | 42.86%        |
| Legal Services and Municipal Courts | 7          | 13             | 7            | 6          | 46.15%        |
| <b>Totals</b>                       | <b>943</b> | <b>1 940</b>   | <b>1 075</b> | <b>865</b> | <b>44.59%</b> |

The turn-over Rate from period: 1 July 2015 to 30 June 2016 are reflect as per below tables:

| Turn-over Rate |  |  |                 |
|----------------|--|--|-----------------|
| Details        | Total Appointments as of beginning of Financial Year | Terminations during the Financial Year | Turn-over Rate* |
|                | No.  | No.                                    |                 |
| 2013/2015      | 117  | 72                                     |                 |
| 2014/2015      | 239  | 92                                     |                 |
| 2015/2016      | 9  | 64                                     |                 |



## **COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE**

### **INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT**

It is hardly possible to maintain a high level of service delivery and adhering to the duties imposed by the Constitution and Batho Pele Principles on public servants, if sound discipline in the workplace is not maintained.

The Municipality of takes pride in its commitment to ensure sound discipline in order to deliver the best quality of service to the community.

The staffing policy and process embodies various actions as part of a holistic process. Advertisements, recruitment, selection, promotions and transfers all form part of staffing.

Management, Line Managers, Human Resources, Council and Trade Unions are involved in the entire process and the policy endeavours to enable such role-players to perform their allotted responsibilities as effective and efficient as possible.

Apart from managing discipline from an urgency and fairness perspective, employees are regularly informed by means of meetings, newsletters, pamphlets included in pay slips as well as informal training through workshops.

Managers are also regularly informed and advised of trends and equipped with knowledge to manage poor discipline. Continuous action is taken to reduce the high level of sick leave. Regular incapacity investigations are held to detect possible sick leave abuse and/or to identify cases which qualify for medical boarding.

The procedure as prescribed in the Labour Relations Act and Employment Equity Act is followed to ensure compliance with said legislation.

## 4.2 POLICIES

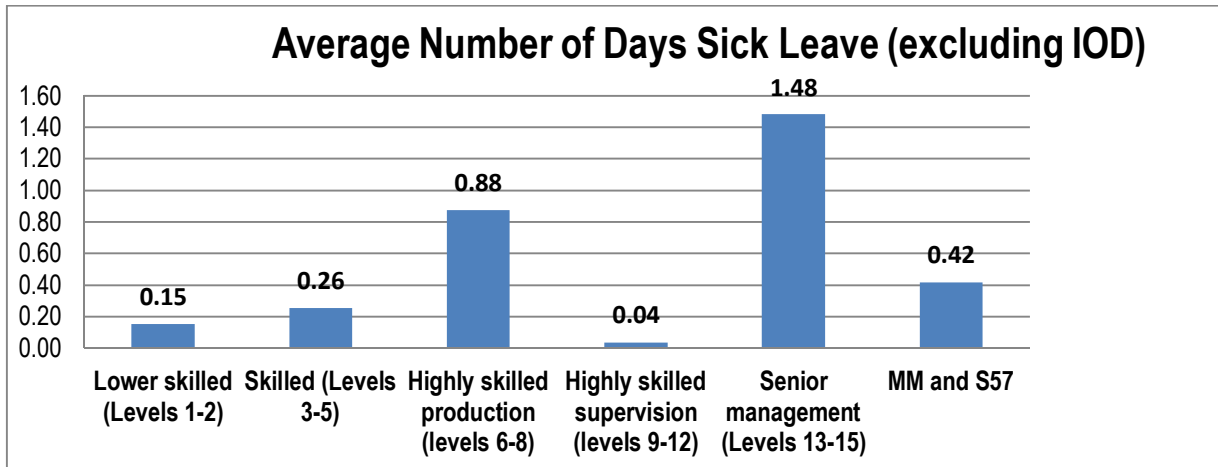
| HR POLICIES AND PLANS  |             |              |  |
|--|-------------|--------------|--|
| Name of Policy   | Completed % | Reviewed %   | Date adopted by Council or comment on failure to adopt                 |
| Affirmative Action   | No          |              |  |
| Succession & Retention Planning Policy   | Yes - 100%  | Version 1    | Council Resolution A51-07-2015   |
| Code of Conduct for Municipal employees  | Yes - 100%  |              | As per Municipal Systems Act   |
| Delegations, Authorisation & Responsibility  | Yes - 100%  | Third Review | Council Resolution A32-04-2015   |
| Disciplinary Code and Procedures   | Yes - 100%  |              | As per the Labour Relations Act  |
| Minimum Essential Services   | No - 95%    |              | Submitted to LLF during 2014/15. In 2016 IMATU instructed not to sign. |
| Employee Assistance Programme Policy   | Yes - 100%  |              | Council Resolution A47-08-2010   |
| Employee Wellness & Disease Management   | No - 50%    |              | To be submitted to LLF and Council                                     |
| Drug and Substance Abuse Policy  | Yes - 100%  | Under review | Council Resolution A31-11-2009   |
| Employment Equity Plan   | Yes - 100%  | 2015/16      | Council Resolution A53-07-2015   |
| Employment Equity Policy   | Yes - 100%  | Version 2    | Council Resolution A52-07-2015   |
| Exit Management  | No          |              |  |
| Grievance Procedures   | Yes - 100%  |              |  |
| HIV / Aids Policy  | 80%         | Version 1    | Submitted to EE Sub-Committee  |
| HR Management & Development Strategy   | No - 70%    |              |  |
| Information Technology:<br>Disaster Recovery & Business Continuity Plan Laptop Security Management Policy<br>ICT Security Policy<br>IT and ICT Framework | Yes - 100%  |              | Council Resolution A31-04-2015   |
| Job Evaluation   | No - 60%    |              | SALGA Framework & Guidelines   |
| Leave Policy   | Yes - 100%  | Version 2    | Council Resolution A39-08-2014   |
| Occupational Health and Safety Policy Framework & Procedure  | Yes - 100%  |              | Approved by Municipal Manager  |
| Emergency Awareness & Evacuation Plan  | Yes - 100%  |              | Approved by Municipal Manager  |

| HR POLICIES AND PLANS                 |             |              |  |
|---------------------------------------|-------------|--------------|--|
| Name of Policy                        | Completed % | Reviewed %   | Date adopted by Council or comment on failure to adopt |
| Medical Surveillance Policy           | No - 90%    |              | Served at LLF - awaiting dept's comments               |
| Official Housing                      | No          |              |  |
| Travelling & Subsistence Policy       | Yes - 100%  |              | Council Resolution                                     |
| Funeral Assistance Policy             | Yes - 100%  | Version 2    | Council Resolution A39-08-2014                         |
| Official Working Hours                | No          |              |  |
| Overtime Policy                       | Yes - 100%  |              | Council Resolution A39-08-2014                         |
| Acting Allowance Policy               | Yes - 100%  |              | Council Resolution A39-08-2014                         |
| Organisational Rights                 | Yes - 100%  |              | As per SALGBC Main Collective Agreement                |
| Salaries, Payroll & Allowances Policy | Yes - 50%   |              |  |
| Performance Management                | Yes - 100%  | Version 1    | Council Resolution A60-07-2016                         |
| Recruitment & Selection Policy        | Yes - 100%  | Under review | Currently serving at LLF                               |
| Remuneration Policy                   | Yes - 30%   |              |  |
| Resettlement                          | No          |              |  |
| Sexual Harassment                     | Yes - 100%  |              | Council Resolution A47-08-2010                         |
| Training & Development Policy         | Yes - 100%  | Under review | Council Resolution A47-08-2010                         |
| Smoking Policy                        | Yes - 95%   |              | Submitted to LLF - To Council in Sept 2015             |
| Special Skills                        | No          |              |  |
| Work Organisation                     | No          |              |  |
| Personal Protective Equipment Policy  | Yes - 100%  |              | Council Resolution A39-08-2014                         |
| Dress Code Policy                     | Yes - 100%  |              | Council Resolution A47-08-2010                         |

#### 4.3 INJURIES, SICKNESS AND SUSPENSIONS

| Number and Cost of Injuries on Duty   |                    |                              |                                       |                                   |   |
|---------------------------------------|--------------------|------------------------------|---------------------------------------|-----------------------------------|---|
| Type of injury                        | Injury Leave Taken | Employees using injury leave | Proportion employees using sick leave | Average Injury Leave per employee | Total Estimated Cost                      |
|                                       | Days               | No.                          | %                                     | Days                              | R'000                                     |
| Required basic medical attention only | 0                  | 0                            | 0%                                    | 0                                 | 0   |
| Temporary total disablement           | 153                | 38                           | 48%                                   | 5                                 | Sourcing estimated cost from the hospital |
| Permanent disablement                 | 0                  | 0                            | 0%                                    | 0                                 |   |
| Fatal                                 | 0                  |                              | 0%                                    | 0                                 |   |
| <b>Total</b>                          | <b>153</b>         | <b>38</b>                    | <b>48%</b>                            | <b>5</b>                          | <b>0</b>                                  |

| Number of days and Cost of Sick Leave (excluding injuries on duty) |                  |  |                            |                          |                                   |                |
|--|------------------|--|----------------------------|--------------------------|-----------------------------------|----------------|
| Salary band  | Total sick leave | Proportion of sick leave without medical certification | Employees using sick leave | Total employees in post* | *Average sick leave per Employees | Estimated cost |
|  | Days             | %  | No.                        | No.                      | Days                              | R' 000         |
| Lower skilled (Levels 1-2)   | 24               | 90%  | 10                         | 30                       | 0.15                              | 30             |
| Skilled (Levels 3-5)   | 40               |  |                            | 22                       | 0.26                              |                |
| Highly skilled production (levels 6-8)                             | 136              |  |                            | 58                       | 0.88                              |                |
| Highly skilled supervision (levels 9-12)                           | 6                | 95%  | 2                          | 26                       | 0.04                              | 31             |
| Senior management (Levels 13-15)                                   | 230              |  |                            | 11                       | 1.48                              |                |
| MM and S57   | 65               |  |                            | 8                        | 0.42                              |                |
| <b>Total</b>   | <b>501</b>       | <b>93%</b>   | <b>12</b>                  | <b>155</b>               | <b>3.23</b>                       | <b>61</b>      |



## SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT

| Number and Period of Suspensions |   |                    |   |                |
|----------------------------------|---|--------------------|---|----------------|
| Position                         | Nature of Alleged Misconduct                        | Date of Suspension | Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised          | Date Finalised |
| Senior Station Officer           | Selling municipal water to private contractors      |                    | Employee suspended pending a disciplinary hearing. Accused resigned before hearing could sit. |                |
| ICT Technician                   | Absenteeism and submission of fraudulent sick notes | 18-Sep-15          | Employee resigned prior to his hearing  | 25-Jan-16      |

| Disciplinary Action Taken on Cases of Financial Misconduct |   |                           |                |
|--|---|---------------------------|----------------|
| Position   | Nature of Alleged Misconduct and Rand value of any loss to the municipality | Disciplinary action taken | Date Finalised |
| None   | None  | None                      | N/A            |
|  |   |                           |                |

### 4.4 PERFORMANCE REWARDS

None

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### 4.5 SKILLS DEVELOPMENT AND TRAINING

For the current 2015/2016 financial year 46 employees and 4 Councillors have been trained in amongst others the following training:

- Local Labour Forum training . 12 employees and 4 Councillors
- Infrastructure Asset Management training
- Municipal Finance Management programme
- Municipal Court training

| Skills Matrix                              |        |  |  |                       |               |   |                       |               |                         |                       |               |                        |                       |               |
|--|--------|--|--|-----------------------|---------------|---|-----------------------|---------------|-------------------------|-----------------------|---------------|------------------------|-----------------------|---------------|
| Management level                           | Gender | Employees in post as at 30 June Year 0 | Number of skilled employees required and actual as at 30 June Year 0 |                       |               |   |                       |               |                         |                       |               |                        |                       |               |
|  |        |  | Learnerships   |                       |               | Skills programmes & other short courses |                       |               | Other forms of training |                       |               | Total                  |                       |               |
|  |        | No.                                    | Actual: End of Year -1   | Actual: End of Year 0 | Year 0 Target | Actual: End of Year -1                  | Actual: End of Year 0 | Year 0 Target | Actual: End of Year -1  | Actual: End of Year 0 | Year 0 Target | Actual: End of Year -1 | Actual: End of Year 0 | Year 0 Target |
| MM and s57                                 | Female |  | 2  |                       |               |   |                       |               |                         | 0                     | 1             |                        |                       | 1             |
|  | Male   |  | 7  |                       |               |   |                       |               |                         | 1                     | 2             |                        | 1                     | 2             |
| Councillors, senior officials and managers | Female |  | 33   |                       |               |   |                       |               |                         | 3                     | 3             |                        | 3                     | 3             |
|  | Male   |  | 65   |                       |               |   |                       |               |                         | 4                     | 4             |                        | 4                     | 4             |
| Technicians and associate professionals*   | Female |  | 7  |                       |               |   |                       |               |                         | 2                     | 2             |                        | 2                     | 2             |
|  | Male   |  | 89   |                       |               |   |                       |               |                         | 8                     | 9             |                        | 8                     | 9             |
| Professionals                              | Female |  | 41   |                       |               |   |                       |               |                         | 6                     | 6             |                        | 6                     | 6             |
|  | Male   |  | 53   |                       |               |   |                       |               |                         | 2                     | 2             |                        | 2                     | 2             |
| Sub total                                  | Female |  | 83   |                       |               |   |                       |               |                         | 11                    | 12            |                        | 11                    | 12            |
|  | Male   |  | 214  |                       |               |   |                       |               |                         | 15                    | 17            |                        | 15                    | 17            |
| <b>Total</b>                               |        | <b>0</b>                               | <b>297</b>   | <b>0</b>              | <b>0</b>      | <b>0</b>                                | <b>0</b>              | <b>0</b>      | <b>0</b>                | <b>52</b>             | <b>58</b>     | <b>0</b>               | <b>52</b>             | <b>58</b>     |

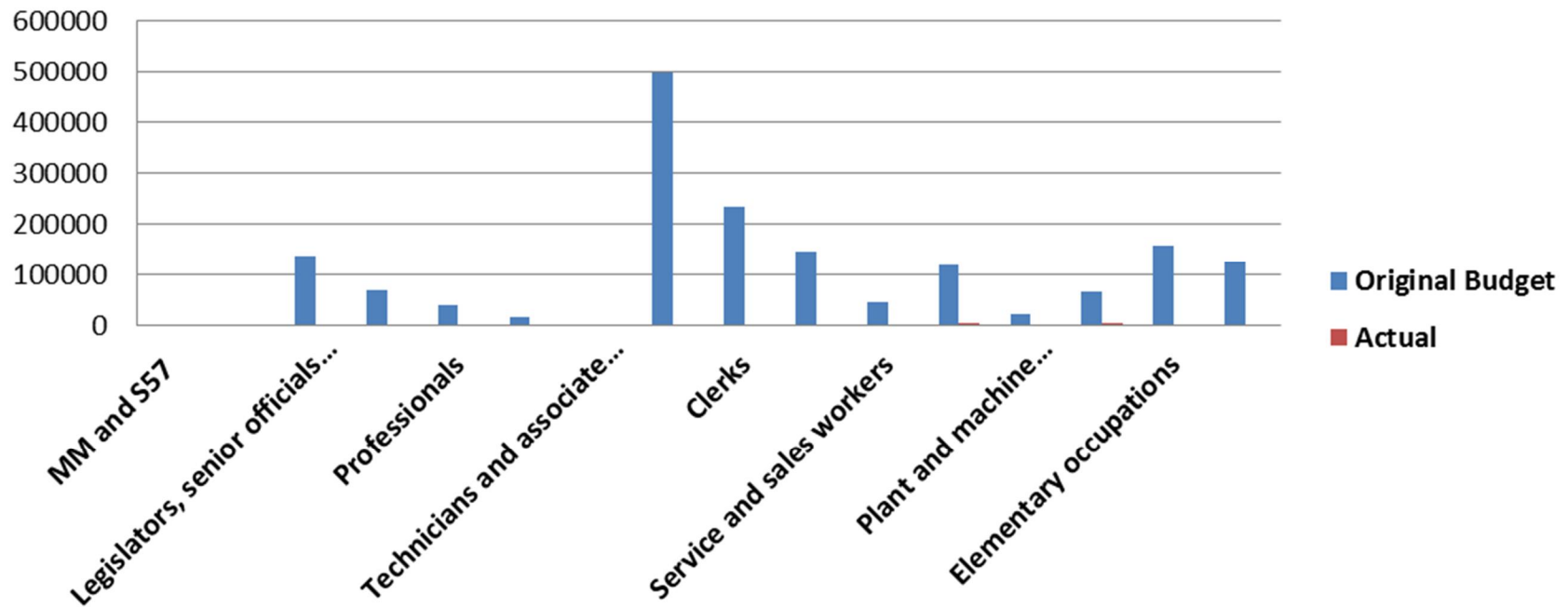
| Financial Competency Development: Progress Report* |  |  |                                   |   |   |  |
|--|--|--|-----------------------------------|---|---|--|
| Description  | A.<br>Total number of<br>officials employed by<br>municipality<br>(Regulation 14(4)(a)<br>and (c)) | B.<br>Total number of<br>officials employed by<br>municipal entities<br>(Regulation 14(4)(a)<br>and (c)) | Consolidated:<br>Total of A and B | Consolidated:<br>Competency<br>assessments<br>completed for A<br>and B (Regulation<br>14(4)(b) and (d)) | Consolidated: Total<br>number of officials<br>whose performance<br>agreements comply<br>with Regulation 16<br>(Regulation 14(4)(f)) | Consolidated: Total<br>number of officials<br>that meet prescribed<br>competency levels<br>(Regulation 14(4)(e)) |
| <b>Financial Officials</b>                         |  |  |                                   |   |   |  |
| <i>Accounting officer</i>                          | 1  | 0  | 1                                 | 0   | 0   | 0  |
| <i>Chief financial officer</i>                     | 1  | 0  | 1                                 | 0   | 0   | 0  |
| <i>Senior managers</i>                             | 4  | 0  | 4                                 | 0   | 0   | 0  |
| <i>Any other financial officials</i>               | 31   | 0  | 31                                | 0   | 0   | 0  |
| <b>Supply Chain Management Officials</b>           |  |  |                                   |   |   |  |
| <i>Heads of supply chain management<br/>units</i>  | 1  | 0  | 1                                 | 0   | 0   | 0  |
| <i>Supply chain management senior<br/>managers</i> | 1  | 0  | 1                                 | 1   | 1   | 1  |
| <b>TOTAL</b>                                       | <b>39</b>  | <b>0</b>   | <b>39</b>                         | <b>1</b>  | <b>1</b>  | <b>1</b>   |

## Skills Development Expenditure 2015/2016

| Skills Development Expenditure 2015/2016   |        |   |   |          |   |             |                         |          |                 |             |
|--|--------|---|---|----------|---|-------------|-------------------------|----------|-----------------|-------------|
|  |        |   |   |          |   |             |                         |          |                 | R'000       |
| Management level                           | Gender | Employees as at the beginning of the financial year | Original Budget and Actual Expenditure on skills development Year 1 |          |   |             |                         |          |                 |             |
|  |        |   | Learnerships  |          | Skills programmes & other short courses |             | Other forms of training |          | Total           |             |
|  |        | No.   | Original Budget   | Actual   | Original Budget                         | Actual      | Original Budget         | Actual   | Original Budget | Actual      |
| MM and S57                                 | Female | 2   |   |          |   |             |                         |          |                 |             |
|  | Male   | 7   |   |          |   |             |                         |          |                 |             |
| Legislators, senior officials and managers | Female | 33  | 138000  |          |   |             |                         |          | 138000          |             |
|  | Male   | 65  | 69000   |          |   |             |                         |          | 69000           |             |
| Professionals                              | Female | 41  | 23000   |          | 15200                                   |             |                         |          | 38200           |             |
|  | Male   | 53  |   |          | 15200                                   |             |                         |          | 15200           |             |
| Technicians and associate professionals    | Female | 7   |   |          |   |             |                         |          |                 |             |
|  | Male   | 89  |   |          | 498000                                  |             |                         |          | 498000          |             |
| Clerks                                     | Female | 170   | 234000  |          |   |             |                         |          | 234000          |             |
|  | Male   | 64  | 144000  |          |   |             |                         |          | 144000          |             |
| Service and sales workers                  | Female | 83  |   |          | 45000                                   |             |                         |          | 45000           |             |
|  | Male   | 84  |   |          | 120000                                  | 2500        |                         |          | 120000          | 2500        |
| Plant and machine operators and assemblers | Female | 9   |   |          | 23000                                   |             |                         |          | 23000           |             |
|  | Male   | 112   |   |          | 65000                                   | 300         |                         |          | 65000           | 300         |
| Elementary occupations                     | Female | 172   |   |          | 157500                                  |             |                         |          | 157500          |             |
|  | Male   | 440   |   |          | 125200                                  |             |                         |          | 125200          |             |
| Sub total                                  | Female | 517   | 395000  |          | 60200                                   |             |                         |          | 455200          |             |
|  | Male   | 914   | 213000  |          | 633200                                  | 2500        |                         |          | 846200          | 2500        |
| <b>Total</b>                               |        | <b>1431</b>   | <b>608 000</b>  | <b>0</b> | <b>693400</b>                           | <b>2500</b> | <b>0</b>                | <b>0</b> | <b>1301400</b>  | <b>2500</b> |



## Skills development Budget

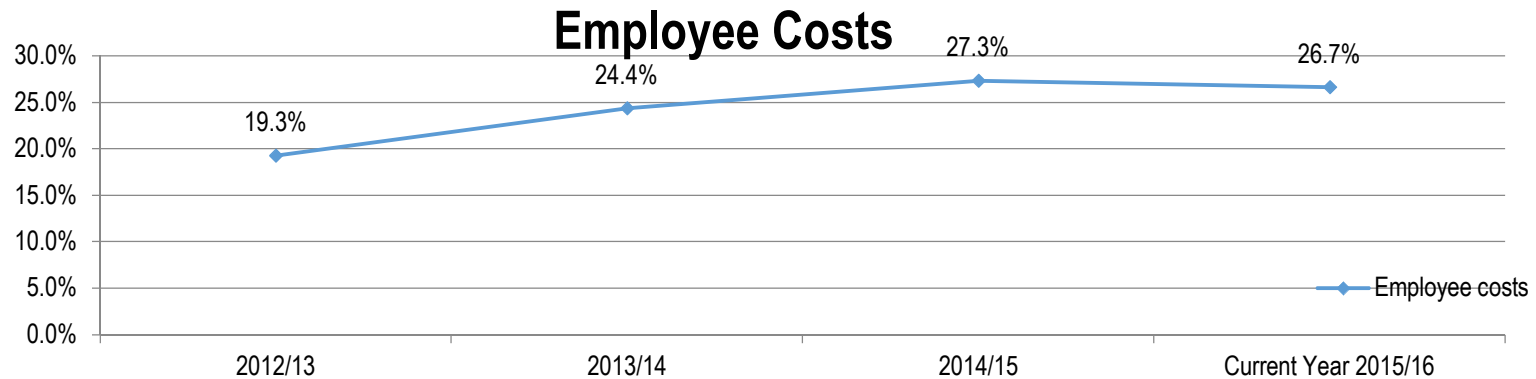


## COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

### 4.6 EMPLOYEE EXPENDITURE

| MP307 Govan Mbeki - Supporting Table SA22 Summary councillor and staff benefits |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
|---|-----|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|---------------------|---------------------|
| Summary of Employee and Councillor remuneration                                 | Ref | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                     |                     |
| R thousand  |     | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
|   | 1   | A               | B               | C               | D               | E               | F                  | G   | H                   | I                   |
| <b>Councillors (Political Office Bearers plus Other)</b>                        |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
| Basic Salaries and Wages  |     | 15 550          | 16 293          | 17 352          | 19 675          | 19 675          | 21 038             | 21 038  | 22 301              | 23 639              |
| <b>Sub Total - Councillors</b>  |     | <b>15 550</b>   | <b>16 293</b>   | <b>17 352</b>   | <b>19 675</b>   | <b>19 675</b>   | <b>21 038</b>      | <b>21 038</b>                                       | <b>22 301</b>       | <b>23 639</b>       |
| % increase  | 4   |                 | 4.8%            | 6.5%            | 13.4%           | –               | 6.9%               | –   | 6.0%                | 6.0%                |
| <b>Other Municipal Staff</b>  |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
| Basic Salaries and Wages  |     | 235 133         | 255 787         | 283 393         | 314 683         | 328 903         | 348 227            | 348 227   | 372 798             | 395 166             |
| Pension and UIF Contributions   |     | 4 317           | 4 765           | 5 366           | 5 402           | 5 609           | 5 967              | 5 967   | 6 362               | 6 744               |
| Medical Aid Contributions   |     | 16 418          | 19 205          | 22 237          | 29 186          | 29 429          | 31 430             | 31 430  | 33 357              | 35 358              |
| Overtime  |     | 18 951          | 20 953          | 19 848          | 10 498          | 12 699          | 12 849             | 12 849  | 14 393              | 15 257              |
| Performance Bonus   |     | 13 453          | 14 298          | 19 370          | 17 814          | 18 578          | 19 667             | 19 667  | 21 058              | 22 321              |
| Motor Vehicle Allowance   | 3   | 13 773          | 15 667          | 16 156          | 14 601          | 14 894          | 15 767             | 15 767  | 16 881              | 17 894              |
| Cellphone Allowance   | 3   | 94              | 100             | 112             | 129             | 130             | 139                | 139   | 147                 | 156                 |
| Housing Allowances  | 3   | 13              | 11              | 6               | 7               | 6               | 7                  | 7   | 7                   | 8                   |
| Other benefits and allowances   | 3   | .               | .               | .               | .               | .               | .                  | .   | .                   | .                   |
| Payments in lieu of leave   |     | 4 862           | 1 433           | 3 287           | 4 798           | 4 496           | 4 964              | 4 964   | 5 315               | 5 634               |
| Long service awards   |     | 3 546           | 3 275           | 3 142           | .               | .               | .                  | .   | .                   | .                   |
| Post-retirement benefit obligations   | 6   | 5 221           | 7 164           | 9 991           | 10 380          | 8 823           | 9 340              | 9 340   | 10 001              | 10 601              |
| <b>Sub Total - Other Municipal Staff</b>  |     | <b>315 782</b>  | <b>342 659</b>  | <b>382 907</b>  | <b>407 497</b>  | <b>423 566</b>  | <b>448 356</b>     | <b>448 356</b>                                      | <b>480 318</b>      | <b>509 138</b>      |
| % increase  | 4   |                 | 8.5%            | 11.7%           | 6.4%            | 3.9%            | 5.9%               | –   | 7.1%                | 6.0%                |
|   |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
| <b>Total Parent Municipality</b>  |     | <b>331 332</b>  | <b>358 951</b>  | <b>400 259</b>  | <b>427 172</b>  | <b>443 241</b>  | <b>469 394</b>     | <b>469 394</b>                                      | <b>502 619</b>      | <b>532 776</b>      |

| MP307 Govan Mbeki - Supporting Table SA22 Summary councillor and staff benefits |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
|---|-----|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|---------------------|---------------------|
| Summary of Employee and Councillor remuneration                                 | Ref | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                     |                     |
| R thousand  |     | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
|   | 1   | A               | B               | C               | D               | E               | F                  | G   | H                   | I                   |
|   |     |                 | 8.3%            | 11.5%           | 6.7%            | 3.8%            | 5.9%               | –   | 7.1%                | 6.0%                |
| Total Municipal Entities  |     | –               | –               | –               | –               | –               | –                  | –   | –                   | –                   |
|   |     |                 |                 |                 |                 |                 |                    |   |                     |                     |
| TOTAL SALARY, ALLOWANCES & BENEFITS   |     | 331 332         | 358 951         | 400 259         | 427 172         | 443 241         | 469 394            | 469 394   | 502 619             | 532 776             |
| % increase  | 4   |                 | 8.3%            | 11.5%           | 6.7%            | 3.8%            | 5.9%               | –   | 7.1%                | 6.0%                |
| TOTAL MANAGERS AND STAFF  | 5,7 | 315 782         | 342 659         | 382 907         | 407 497         | 423 566         | 448 356            | 448 356   | 480 318             | 509 138             |



Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

| MP307 Govan Mbeki - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification) |      |                       |        |        |         |          |          |         |          |        |        |        |        |   |                        |                        |
|--|------|-----------------------|--------|--------|---------|----------|----------|---------|----------|--------|--------|--------|--------|---|------------------------|------------------------|
| Description  | R ef | Budget year 2015/2016 |        |        |         |          |          |         |          |        |        |        |        | Medium Term Revenue and Expenditure Framework |                        |                        |
| R thousand   |      | July                  | August | Sept.  | October | November | December | January | February | March  | April  | May    | June   | Budget Year 2009/10                           | Budget Year +1 2010/11 | Budget Year +2 2011/12 |
| <b>Revenue - Standard</b>  | -    |                       |        |        |         |          |          |         |          |        |        |        |        |   |                        |                        |
| <b>Governance and administration</b>   |      | 38 835                | 38 835 | 38 835 | 38 835  | 38 835   | 38 835   | 38 835  | 38 835   | 38 835 | 38 835 | 38 835 | 38 835 | 466 024                                       | 496 105                | 527 558                |
| Executive and council  |      | 642                   | 642    | 642    | 642     | 642      | 642      | 642     | 642      | 642    | 642    | 642    | 642    | 7 701   | 5 166                  | 10 174                 |
| Budget and treasury office   |      | 36 164                | 36 164 | 36 164 | 36 164  | 36 164   | 36 164   | 36 164  | 36 164   | 36 164 | 36 164 | 36 164 | 36 164 | 433 969                                       | 465 209                | 491 551                |
| Corporate services   |      | 2 030                 | 2 030  | 2 030  | 2 030   | 2 030    | 2 030    | 2 030   | 2 030    | 2 030  | 2 030  | 2 030  | 2 030  | 24 355  | 25 730                 | 25 833                 |
| <b>Community and public safety</b>   |      | 2 460                 | 2 460  | 2 460  | 2 460   | 2 460    | 2 460    | 2 460   | 2 460    | 2 460  | 2 460  | 2 460  | 2 460  | 29 524  | 31 446                 | 33 332                 |
| Community and social services  |      | 197                   | 197    | 197    | 197     | 197      | 197      | 197     | 197      | 197    | 197    | 197    | 197    | 2 361   | 2 845                  | 3 015                  |
| Sport and recreation   |      | 28                    | 28     | 28     | 28      | 28       | 28       | 28      | 28       | 28     | 28     | 28     | 28     | 336   | 217                    | 231                    |
| Public safety  |      | 2 177                 | 2 177  | 2 177  | 2 177   | 2 177    | 2 177    | 2 177   | 2 177    | 2 177  | 2 177  | 2 177  | 2 177  | 26 127  | 27 734                 | 29 398                 |
| Housing  |      | 58                    | 58     | 58     | 58      | 58       | 58       | 58      | 58       | 58     | 58     | 58     | 58     | 700   | 650                    | 689                    |
| Health   |      | -                     | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                      | -                      |
| <b>Economic and environmental services</b>   |      | 12 525                | 12 525 | 12 525 | 12 525  | 12 525   | 12 525   | 12 525  | 12 525   | 12 525 | 12 525 | 12 525 | 12 525 | 150 297                                       | 123 967                | 127 301                |
| Planning and development   |      | 9 623                 | 9 623  | 9 623  | 9 623   | 9 623    | 9 623    | 9 623   | 9 623    | 9 623  | 9 623  | 9 623  | 9 623  | 115 471                                       | 86 949                 | 90 472                 |
| Road transport   |      | 2 643                 | 2 643  | 2 643  | 2 643   | 2 643    | 2 643    | 2 643   | 2 643    | 2 643  | 2 643  | 2 643  | 2 643  | 31 714  | 34 012                 | 36 053                 |
| Environmental protection   |      | 259                   | 259    | 259    | 259     | 259      | 259      | 259     | 259      | 259    | 259    | 259    | 259    | 3 112   | 3 006                  | 777                    |
| <b>Trading services</b>  |      | 88 847                | 88 847 | 88 847 | 88 847  | 88 847   | 88 847   | 88 847  | 88 847   | 88 847 | 88 847 | 88 847 | 88 847 | 1 066 164                                     | 1 101 488              | 1 167 277              |
| Electricity  |      | 45 853                | 45 853 | 45 853 | 45 853  | 45 853   | 45 853   | 45 853  | 45 853   | 45 853 | 45 853 | 45 853 | 45 853 | 550 234                                       | 553 950                | 586 887                |
| Water  |      | 26 935                | 26 935 | 26 935 | 26 935  | 26 935   | 26 935   | 26 935  | 26 935   | 26 935 | 26 935 | 26 935 | 26 935 | 323 220                                       | 343 039                | 363 621                |
| Waste water management   |      | 7 538                 | 7 538  | 7 538  | 7 538   | 7 538    | 7 538    | 7 538   | 7 538    | 7 538  | 7 538  | 7 538  | 7 538  | 90 458  | 96 098                 | 101 864                |
| Waste management   |      | 8 521                 | 8 521  | 8 521  | 8 521   | 8 521    | 8 521    | 8 521   | 8 521    | 8 521  | 8 521  | 8 521  | 8 521  | 102 252                                       | 108 402                | 114 906                |

| MP307 Govan Mbeki - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification) |      |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
|--|------|-----------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
| Description  | R ef | Budget year 2015/2016 |         |         |         |          |          |         |          |         |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
| R thousand   |      | July                  | August  | Sept.   | October | November | December | January | February | March   | April   | May     | June    | Budget Year 2009/10                           | Budget Year +1 2010/11 | Budget Year +2 2011/12 |
| <b>Revenue - Standard</b>  | -    |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <i>Other</i>   |      | -                     | -       | -       | -       | -        | -        | -       | -        | -       | -       | -       | -       | -   | -                      | -                      |
| <b>Total Revenue - Standard</b>  |      | 142 667               | 142 667 | 142 667 | 142 667 | 142 667  | 142 667  | 142 667 | 142 667  | 142 667 | 142 667 | 142 667 | 142 667 | 1 712 009                                     | 1 753 006              | 1 855 469              |
|  |      |                       | 198 981 | 198 981 | 198 981 | 198 981  | 198 981  | 198 981 | 198 981  | 198 981 | 198 981 | 198 981 |         |   |                        |                        |
| <b>Expenditure - Standard</b>  | -    |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Governance and administration</b>   |      | 23 691                | 23 691  | 23 691  | 23 691  | 23 691   | 23 691   | 23 691  | 23 691   | 23 691  | 23 691  | 23 691  | 23 691  | 284 295                                       | 296 226                | 311 146                |
| Executive and council  |      | 4 571                 | 4 571   | 4 571   | 4 571   | 4 571    | 4 571    | 4 571   | 4 571    | 4 571   | 4 571   | 4 571   | 4 571   | 54 851  | 55 598                 | 58 729                 |
| Budget and treasury office   |      | 12 703                | 12 703  | 12 703  | 12 703  | 12 703   | 12 703   | 12 703  | 12 703   | 12 703  | 12 703  | 12 703  | 12 703  | 152 430                                       | 159 438                | 166 815                |
| Corporate services   |      | 6 418                 | 6 418   | 6 418   | 6 418   | 6 418    | 6 418    | 6 418   | 6 418    | 6 418   | 6 418   | 6 418   | 6 418   | 77 014  | 81 191                 | 85 602                 |
| <b>Community and public safety</b>   |      | 13 246                | 13 246  | 13 246  | 13 246  | 13 246   | 13 246   | 13 246  | 13 246   | 13 246  | 13 246  | 13 246  | 13 246  | 158 949                                       | 168 587                | 175 899                |
| Community and social services  |      | 4 590                 | 4 590   | 4 590   | 4 590   | 4 590    | 4 590    | 4 590   | 4 590    | 4 590   | 4 590   | 4 590   | 4 590   | 55 084  | 60 404                 | 62 888                 |
| Sport and recreation   |      | 277                   | 277     | 277     | 277     | 277      | 277      | 277     | 277      | 277     | 277     | 277     | 277     | 3 327   | 3 408                  | 3 608                  |
| Public safety  |      | 7 900                 | 7 900   | 7 900   | 7 900   | 7 900    | 7 900    | 7 900   | 7 900    | 7 900   | 7 900   | 7 900   | 7 900   | 94 801  | 98 716                 | 102 988                |
| Housing  |      | 478                   | 478     | 478     | 478     | 478      | 478      | 478     | 478      | 478     | 478     | 478     | 478     | 5 736   | 6 059                  | 6 415                  |
| Health   |      | -                     | -       | -       | -       | -        | -        | -       | -        | -       | -       | -       | -       | -   | -                      | -                      |
| <b>Economic and environmental services</b>   |      | 16 348                | 16 348  | 16 348  | 16 348  | 16 348   | 16 348   | 16 348  | 16 348   | 16 348  | 16 348  | 16 348  | 16 348  | 196 180                                       | 205 794                | 219 464                |
| Planning and development   |      | 2 332                 | 2 332   | 2 332   | 2 332   | 2 332    | 2 332    | 2 332   | 2 332    | 2 332   | 2 332   | 2 332   | 2 332   | 27 984  | 29 553                 | 31 252                 |
| Road transport   |      | 11 899                | 11 899  | 11 899  | 11 899  | 11 899   | 11 899   | 11 899  | 11 899   | 11 899  | 11 899  | 11 899  | 11 899  | 142 789                                       | 149 414                | 155 347                |
| Environmental protection   |      | 2 117                 | 2 117   | 2 117   | 2 117   | 2 117    | 2 117    | 2 117   | 2 117    | 2 117   | 2 117   | 2 117   | 2 117   | 25 407  | 26 827                 | 32 865                 |
| <b>Trading services</b>  |      | 80 479                | 80 479  | 80 479  | 80 479  | 80 479   | 80 479   | 80 479  | 80 479   | 80 479  | 80 479  | 80 479  | 80 479  | 965 754                                       | 1 056 050              | 1 158 137              |

| MP307 Govan Mbeki - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification) |      |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
|--|------|-----------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
| Description  | R ef | Budget year 2015/2016 |         |         |         |          |          |         |          |         |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
| R thousand   |      | July                  | August  | Sept.   | October | November | December | January | February | March   | April   | May     | June    | Budget Year 2009/10                           | Budget Year +1 2010/11 | Budget Year +2 2011/12 |
| <b>Revenue - Standard</b>  | -    |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| Electricity  |      | 45 295                | 45 295  | 45 295  | 45 295  | 45 295   | 45 295   | 45 295  | 45 295   | 45 295  | 45 295  | 45 295  | 45 295  | 543 544                                       | 605 328                | 675 687                |
| Water  |      | 21 069                | 21 069  | 21 069  | 21 069  | 21 069   | 21 069   | 21 069  | 21 069   | 21 069  | 21 069  | 21 069  | 21 069  | 252 824                                       | 274 679                | 299 319                |
| Waste water management   |      | 7 289                 | 7 289   | 7 289   | 7 289   | 7 289    | 7 289    | 7 289   | 7 289    | 7 289   | 7 289   | 7 289   | 7 289   | 87 467  | 90 472                 | 93 636                 |
| Waste management   |      | 6 827                 | 6 827   | 6 827   | 6 827   | 6 827    | 6 827    | 6 827   | 6 827    | 6 827   | 6 827   | 6 827   | 6 827   | 81 919  | 85 571                 | 89 494                 |
| <b>Other</b>   |      | -                     | -       | -       | -       | -        | -        | -       | -        | -       | -       | -       | -       | -   | -                      | -                      |
| <b>Total Expenditure - Standard</b>  |      | 133 765               | 133 765 | 133 765 | 133 765 | 133 765  | 133 765  | 133 765 | 133 765  | 133 765 | 133 765 | 133 765 | 133 765 | 1 605 178                                     | 1 726 658              | 1 864 646              |
|  |      |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Surplus/(Deficit) before assoc.</b>   |      | 8 903                 | 8 903   | 8 903   | 8 903   | 8 903    | 8 903    | 8 903   | 8 903    | 8 903   | 8 903   | 8 903   | 8 903   | 106 831                                       | 26 348                 | (9 177)                |
|  |      |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| Share of surplus/ (deficit) of associate   |      |                       |         |         |         |          |          |         |          |         |         |         | -       | -   | -                      | -                      |
| <b>Surplus/(Deficit)</b>   | 1    | 8 903                 | 8 903   | 8 903   | 8 903   | 8 903    | 8 903    | 8 903   | 8 903    | 8 903   | 8 903   | 8 903   | 8 903   | 106 831                                       | 26 348                 | (9 177)                |
| <b>Surplus/(Deficit)</b>   | 1    | 8 903                 | 8 903   | 8 903   | 8 903   | 8 903    | 8 903    | 8 903   | 8 903    | 8 903   | 8 903   | 8 903   | 8 903   | 106 831                                       | 26 348                 | (9 177)                |
| <i>References</i>  | -    |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <i>1. Surplus (Deficit) must reconcile with Budgeted Financial Performance</i>                               |      |                       |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |

## **CHAPTER 5 – FINANCIAL PERFORMANCE**

### **COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE**

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter is comprised of three components:

Component A: Statement of Financial Performance

Component B: Spending Against Capital Budget

Component C: Other Financial Matters

## 5.1 STATEMENTS OF FINANCIAL PERFORMANCE

The following sections provide an overview of the financial results of the Municipality for the year under review.

| MP307 Govan Mbeki - Table A1 Financial Summary                       |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
|--|------------------|------------------|------------------|----------------------|------------------|--------------------|-------------------|---|---------------------|---------------------|
| R' 000   |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| Description  | 2012/13          | 2013/14          | 2014/15          | Current Year 2015/16 |                  |                    |                   | 2016/17 Medium Term Revenue & Expenditure Framework |                     |                     |
|  | Audited Outcome  | Audited Outcome  | Audited Outcome  | Original Budget      | Adjusted Budget  | Full Year Forecast | Pre-audit outcome | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
| <b>Financial Performance</b>   |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| Property rates   | 179 928          | 175 656          | 184 501          | 193 938              | 242 673          | 177 068            | 159 697           | 247 933   | 287 427             | 304 672             |
| Service charges  | 697 365          | 868 197          | 835 569          | 1 025 269            | 1 189 889        | 932 719            | 747 813           | 1 121 496   | 1 197 823           | 1 279 419           |
| Investment revenue   | 34 600           | 36 937           | 27 125           | 41 242               | 41 242           | 56 342             | 47 206            | 44 100  | 46 746              | 49 551              |
| Transfers recognised - operational                                   | 193 751          | 220 634          | 225 713          | 222 761              | 229 961          | 262 545            | 231 002           | 217 623   | 191 506             | 261 424             |
| Other own revenue  | 533 776          | 104 441          | 127 127          | 137 366              | 142 330          | 102 779            | 87 287            | 100 859   | 156 318             | 165 697             |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>1 639 419</b> | <b>1 405 865</b> | <b>1 400 034</b> | <b>1 620 576</b>     | <b>1 846 095</b> | <b>1 531 454</b>   | <b>1 273 005</b>  | <b>1 732 012</b>                                    | <b>1 879 819</b>    | <b>2 060 764</b>    |
| Employee costs   | 315 782          | 342 659          | 382 907          | 407 497              | 423 566          | 412 785            | 339 356           | 448 356   | 480 318             | 509 138             |
| Remuneration of councillors  | 15 550           | 16 293           | 17 352           | 19 675               | 19 675           | 18 412             | 15 326            | 21 038  | 22 301              | 23 639              |
| Depreciation & asset impairment                                      | 302 709          | 188 841          | 152 986          | 190 337              | 152 986          | 133 863            | 127 806           | 162 165   | 171 895             | 182 209             |
| Finance charges  | 20 894           | 20 941           | 38 322           | 2 885                | 2 885            | 31 001             | 25 655            | 3 058   | 3 241               | 3 436               |
| Materials and bulk purchases   | 525 171          | 556 919          | 620 631          | 553 172              | 727 173          | 706 989            | 575 655           | 638 908   | 692 628             | 797 935             |
| Transfers and grants   | 31 564           | 77 664           | 53 220           | 49 543               | 49 543           | 22 043             | 17 331            | 51 621  | 55 666              | 59 006              |
| Other expenditure  | 280 040          | 454 983          | 405 964          | 382 070              | 450 886          | 419 044            | 342 727           | 383 133   | 417 625             | 443 568             |
| <b>Total Expenditure</b>   | <b>1 491 710</b> | <b>1 658 297</b> | <b>1 671 382</b> | <b>1 605 178</b>     | <b>1 826 713</b> | <b>1 744 137</b>   | <b>1 443 855</b>  | <b>1 708 279</b>                                    | <b>1 843 674</b>    | <b>2 018 930</b>    |
| <b>Surplus/(Deficit)</b>   | <b>147 709</b>   | <b>(252 432)</b> | <b>(271 348)</b> | <b>15 398</b>        | <b>19 381</b>    | <b>(212 683)</b>   | <b>(170 849)</b>  | <b>23 733</b>                                       | <b>36 145</b>       | <b>41 834</b>       |
| Transfers recognised - capital                                       | 107 340          | 116 487          | 74 317           | 84 588               | 84 588           | 67 046             | 79 646            | 60 161  | 68 471              | 66 979              |
| Contributions recognised - capital & contributed assets              | 15 967           | 75 709           | 78 904           | 6 851                | 37 851           | –                  | 0                 | 17 000  | 0                   | 0                   |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b> | <b>271 016</b>   | <b>(60 236)</b>  | <b>(118 127)</b> | <b>106 837</b>       | <b>141 821</b>   | <b>(145 637)</b>   | <b>(91 203)</b>   | <b>100 894</b>                                      | <b>104 617</b>      | <b>108 814</b>      |
| Share of surplus/ (deficit) of associate                             | –                | –                | –                | –                    | –                | –                  | –                 | –   | –                   | –                   |
| <b>Surplus/(Deficit) for the year</b>                                | <b>271 016</b>   | <b>(60 236)</b>  | <b>(118 127)</b> | <b>106 837</b>       | <b>141 821</b>   | <b>(145 637)</b>   | <b>(91 203)</b>   | <b>100 894</b>                                      | <b>104 617</b>      | <b>108 814</b>      |



## MP307 Govan Mbeki - Table A1 Financial Summary

R' 000

| Description                                    | 2012/13          | 2013/14          | 2014/15          | Current Year 2015/16 |                  |                    |                   | 2016/17 Medium Term Revenue & Expenditure Framework |                     |                     |
|--|------------------|------------------|------------------|----------------------|------------------|--------------------|-------------------|---|---------------------|---------------------|
|  | Audited Outcome  | Audited Outcome  | Audited Outcome  | Original Budget      | Adjusted Budget  | Full Year Forecast | Pre-audit outcome | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
| <b>Capital expenditure &amp; funds sources</b> |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| <b>Capital expenditure</b>                     | <b>132 521</b>   | 138 470          | 155 289          | 106 439              | 143 719          | 62 302             | 86 367            | 100 894   | 104 617             | 108 814             |
| Transfers recognised - capital                 | <b>114 998</b>   | 114 998          | 145 828          | 91 439               | 124 903          | 62 302             | 71 367            | 77 161  | 75 430              | 79 956              |
| Public contributions & donations               | –                | –                | –                | –                    | –                | –                  | –                 | –   | –                   | –                   |
| Borrowing                                      | –                | –                | –                | –                    | –                | –                  | –                 | –   | –                   | –                   |
| Internally generated funds                     | <b>17 523</b>    | 23 471           | 9 461            | 15 000               | 18 816           | –                  | 15 000            | 23 733  | 29 187              | 28 858              |
| <b>Total sources of capital funds</b>          | <b>132 521</b>   | <b>138 470</b>   | <b>155 289</b>   | <b>106 439</b>       | <b>143 719</b>   | <b>62 302</b>      | <b>86 367</b>     | <b>100 894</b>                                      | <b>104 617</b>      | <b>108 814</b>      |
| <b>Financial position</b>                      |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| Total current assets                           | <b>178 343</b>   | 247 860          | 197 898          | 384 501              | 449 717          | 259 981            | 228 917           | 338 681   | 401 015             | 467 804             |
| Total non current assets                       | <b>3 615 301</b> | 3 547 855        | 3 589 355        | 2 941 852            | 2 998 108        | 3 429 085          | 3 586 649         | 3 538 030   | 3 537 438           | 3 536 901           |
| Total current liabilities                      | <b>400 266</b>   | 474 248          | 582 508          | 342 695              | 404 911          | 348 669            | 440 156           | 347 131   | 362 272             | 378 831             |
| Total non current liabilities                  | <b>182 190</b>   | 170 515          | 167 177          | 167 848              | 167 848          | 170 374            | 165 012           | 166 805   | 163 394             | 161 623             |
| <b>Community wealth/Equity</b>                 | <b>3 215 932</b> | <b>3 155 696</b> | <b>3 037 568</b> | <b>2 829 979</b>     | <b>2 880 867</b> | <b>3 170 023</b>   | <b>2 717 070</b>  | <b>3 362 764</b>                                    | <b>3 412 787</b>    | <b>3 464 251</b>    |
| <b>Cash flows</b>                              |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| Net cash from (used) operating                 | <b>109 330</b>   | 428 545          | 104 937          | 190 064              | 312 745          | 194 955            | 289 915           | 192 571   | 190 805             | 196 653             |
| Net cash from (used) investing                 | <b>(28 011)</b>  | (311 164)        | (96 744)         | (82 153)             | (92 452)         | (113 907)          | (271 650)         | (90 894)  | (63 824)            | (67 654)            |
| Net cash from (used) financing                 | <b>(4 829)</b>   | (5 386)          | (6 029)          | (3 061)              | (3 061)          | 900                | 1 360             | (1 365)   | (1 314)             | (1 259)             |
| <b>Cash/cash equivalents at the year end</b>   | <b>94 457</b>    | <b>147 479</b>   | <b>18 396</b>    | <b>119 684</b>       | <b>232 066</b>   | <b>100 345</b>     | <b>38 021</b>     | <b>138 333</b>                                      | <b>264 000</b>      | <b>391 740</b>      |
| <b>Cash backing/surplus reconciliation</b>     |                  |                  |                  |                      |                  |                    |                   |   |                     |                     |
| Cash and investments available                 | <b>50 983</b>    | 32 893           | 28 212           | 148 104              | 260 486          | 50 333             | 63 786            | 133 997   | 142 037             | 150 559             |
| Application of cash and investments            | <b>329 346</b>   | 256 574          | 455 891          | 75 844               | 197 916          | 30 057             | 163 537           | 103 589   | 83 599              | 58 736              |
| <b>Balance - surplus (shortfall)</b>           | <b>(278 364)</b> | (223 681)        | (427 680)        | 72 260               | 62 570           | 20 276             | (99 751)          | 30 408  | 58 437              | 91 823              |

## MP307 Govan Mbeki - Table A1 Financial Summary

[illegible]

| Financial Performance of Operational Services   |                  |                    |                  |                 |                    |
|---|------------------|--------------------|------------------|-----------------|--------------------|
| Description   | 2016             |                    |                  | 2016 Variance   |                    |
|   | Original Budget  | Adjustments Budget | Actual           | Original Budget | Adjustments Budget |
| <b>Operating Cost</b>   |                  |                    |                  |                 |                    |
| Water   | 253 387          | 346 024            | 285 586          | 11.27%          | -21.16%            |
| Waste Water (Sanitation)  | 87 067           | 91 749             | 87 569           | 0.57%           | -4.77%             |
| Electricity   | 542 894          | 643 338            | 585 452          | 7.27%           | -9.89%             |
| Waste Management  | 75 775           | 77 457             | 64 996           | -16.58%         | -19.17%            |
| Housing   | 6 236            | 7 941              | 6 432            | 3.05%           | -23.45%            |
| Component A: sub-total  | 965 359          | 1 166 509          | 1 030 036        | 6.28%           | -13.25%            |
| Waste Water (Stormwater Drainage)   | .                | .                  | .                | 0.00%           | 0.00%              |
| Roads   | 121 009          | 99 251             | 98 698           | 6.28%           | -0.56%             |
| Transport   | 8 590            | 21 402             | 21 877           | 0.00%           | 0.00%              |
| Component B: sub-total  | 129 599          | 120 652            | 120 575          | -0.07           | -0.00              |
| Planning  | 16 669           | 26 578             | 3 938            | -323.33%        | -574.99%           |
| Local Economic Development  | 6 146            | 6 166              | 6 340            | 3.07%           | 2.75%              |
| Component B: sub-total  | 22 815           | 32 745             | 10 278           | -121.98%        | -218.59%           |
| Planning (Strategic & Regulatory)   | 6 879            | 2 212              | 21 144           | 0.00%           | 0.00%              |
| Executive and council   | 57 248           | 60 678             | 63 111           | 9.29%           | 3.85%              |
| Component C: sub-total  | 64 126           | 62 890             | 84 255           | 23.89%          | 25.36%             |
| Community & Social Services   | 60 907           | 73 827             | 83 313           | 26.89%          | 11.39%             |
| Enviromental Proctection  | 33 291           | 34 702             | 33 151           | -0.42%          | -4.68%             |
| Budget and treasury office  | 150 916          | 160 480            | 329 775          | 0.00%           | 0.00%              |
| Public safety   | 94 836           | 98 402             | 26 812           | -253.71%        | -267.01%           |
| Sport and Recreation  | 3 147            | 3 233              | 3 239            | 2.85%           | 0.18%              |
| Corporate Policy Offices and Other  | 76 514           | 79 421             | 73 361           | -4.30%          | -8.26%             |
| Component D: sub-total  | 419 610          | 450 066            | 549 651          |                 |                    |
| <b>Total Expenditure</b>  | <b>1 601 509</b> | <b>1 832 861</b>   | <b>1 794 795</b> | <b>10.77%</b>   | <b>-2.12%</b>      |
| In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. |                  |                    |                  |                 |                    |

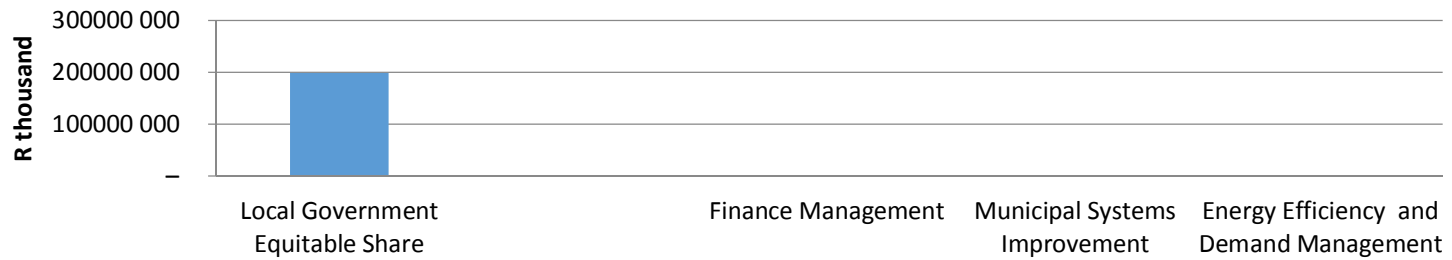
## 5.2 GRANTS

| MP307 Govan Mbeki - Supporting Table SA18 Transfers and grant receipts |      |                 |                 |                 |                 |                 |                    |   |                        |                        |
|--|------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|------------------------|------------------------|
| Description  | Ref  | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
| R thousand   |      | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| RECEIPTS:  | 1, 2 |                 |                 |                 |                 |                 |                    |   |                        |                        |
| -  |      |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>Operating Transfers and Grants</b>                                  |      |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>National Government:</b>  |      | 191 437         | 218 194         | 223 006         | 225 716         | 228 716         | 201 055            | 201 055   | 211 784                | 233 500                |
| Local Government Equitable Share                                       |      | 189 937         | 191 144         | 193 583         | 194 986         | 194 986         | 199 430            | 199 430   | 210 061                | 231 674                |
|  |      | -               | -               | -               | -               | -               | -                  | -   | -                      | -                      |
| Finance Management   |      | 1 500           | 1 550           | 1 600           | 1 600           | 1 600           | 1 625              | 1 625   | 1 723                  | 1 826                  |
| Municipal Systems Improvement  |      | -               | -               | 1 823           | 930             | 930             | -                  | -   | -                      | -                      |
| Energy Efficiency and Demand Management                                |      | -               | -               | -               | 3 000           | 3 000           | -                  | -   | -                      | -                      |
| Integrated National Electrification Programme                          |      | -               | -               | -               | 2 200           | 2 200           | -                  | -   | -                      | -                      |
| Other transfers/grants [insert description]                            |      | -               | 25 500          | 26 000          | 23 000          | 26 000          | -                  | -   | -                      | -                      |
| <b>Provincial Government:</b>  |      | 2 314           | 2 440           | 2 513           | 2 145           | 2 645           | 2 568              | 2 568   | 2 722                  | 2 885                  |
|  |      | -               | -               | -               | -               | -               | -                  | -   | -                      | -                      |
| Housing  |      | -               | 225             | 420             | -               | 500             | -                  | -   | -                      | -                      |
| Sport and Recreation   |      | 355             | 64              | 22              | 0               | -               | -                  | -   | -                      | -                      |
| EPWP   |      | 1 959           | 2 151           | 2 071           | 2 145           | 2 145           | 2 568              | 2 568   | 2 722                  | 2 885                  |
|  |      | -               | -               | -               | -               | -               | -                  | -   | -                      | -                      |
| <b>Total Operating Transfers and Grants</b>                            | 5    | 193 751         | 220 634         | 225 519         | 227 861         | 231 361         | 203 623            | 203 623   | 214 506                | 236 385                |
|  |      |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>Capital Transfers and Grants</b>                                    |      |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>National Government:</b>  |      | 107 340         | 116 487         | 72 817          | 55 888          | 66 852          | 60 161             | 60 161  | 68 471                 | 66 979                 |
| Municipal Infrastructure Grant   |      | 107 340         | 116 487         | 72 817          | 55 888          | 66 852          | 60 161             | 60 161  | 68 471                 | 66 979                 |

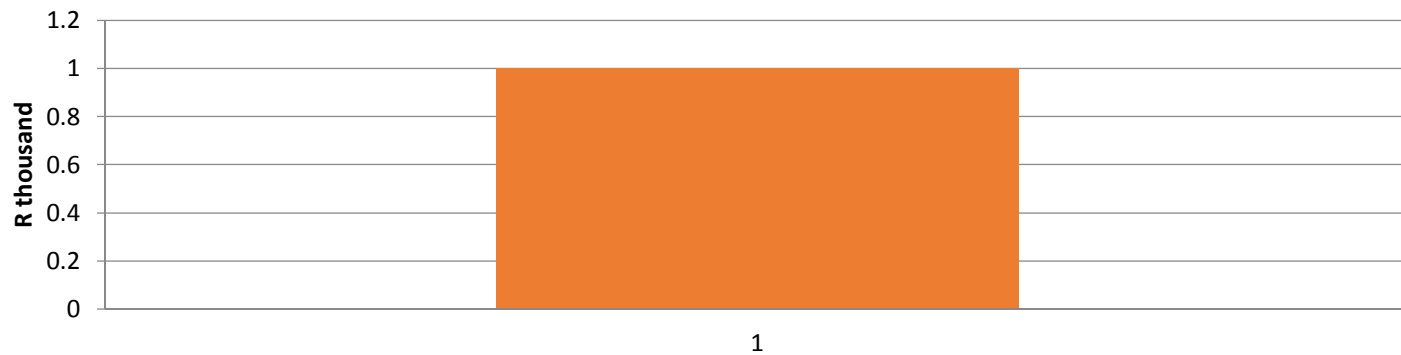
**MP307 Govan Mbeki - Supporting Table SA18 Transfers and grant receipts**

| Description                                     | Ref | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|-----|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|------------------------|------------------------|
| R thousand                                      |     | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| <b>Provincial Government:</b>                   |     | –               | 63 053          | 76 158          | 4 800           | 35 800          | –                  | –   | –                      | –                      |
| Infrastructure development                      |     | –               | 63 053          | 76 158          | 4 800           | 35 800          | –                  | –   | –                      | –                      |
| <b>District Municipality:</b>                   |     | –               | 10 298          | 1 238           | 1 350           | 1 350           | –                  | –   | –                      | –                      |
| Infrastructure development                      |     | –               | 10 298          | 1 238           | 1 350           | 1 350           | –                  | –   | –                      | –                      |
|   |     | –               | –               | –               | –               | –               | –                  | –   | –                      | –                      |
| <b>Other grant providers:</b>                   |     | –               | –               | 3 192           | 23 500          | 15 000          | –                  | –   | –                      | –                      |
| Energy management                               |     | –               |                 | 3 192           | 23 500          | 15 000          | –                  | –   | –                      | –                      |
|   |     | –               | –               | –               | –               | –               | –                  | –   | –                      | –                      |
| <b>Total Capital Transfers and Grants</b>       | 5   | 107 340         | 189 838         | 153 405         | 85 538          | 119 002         | 60 161             | 60 161  | 68 471                 | 66 979                 |
| <b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b> |     | 301 090         | 410 472         | 378 924         | 313 399         | 350 363         | 263 784            | 263 784   | 282 976                | 303 364                |

## Grant Performance 2015/16 - OPEX National



## Grant Performance 2015/16 - CAPEX National

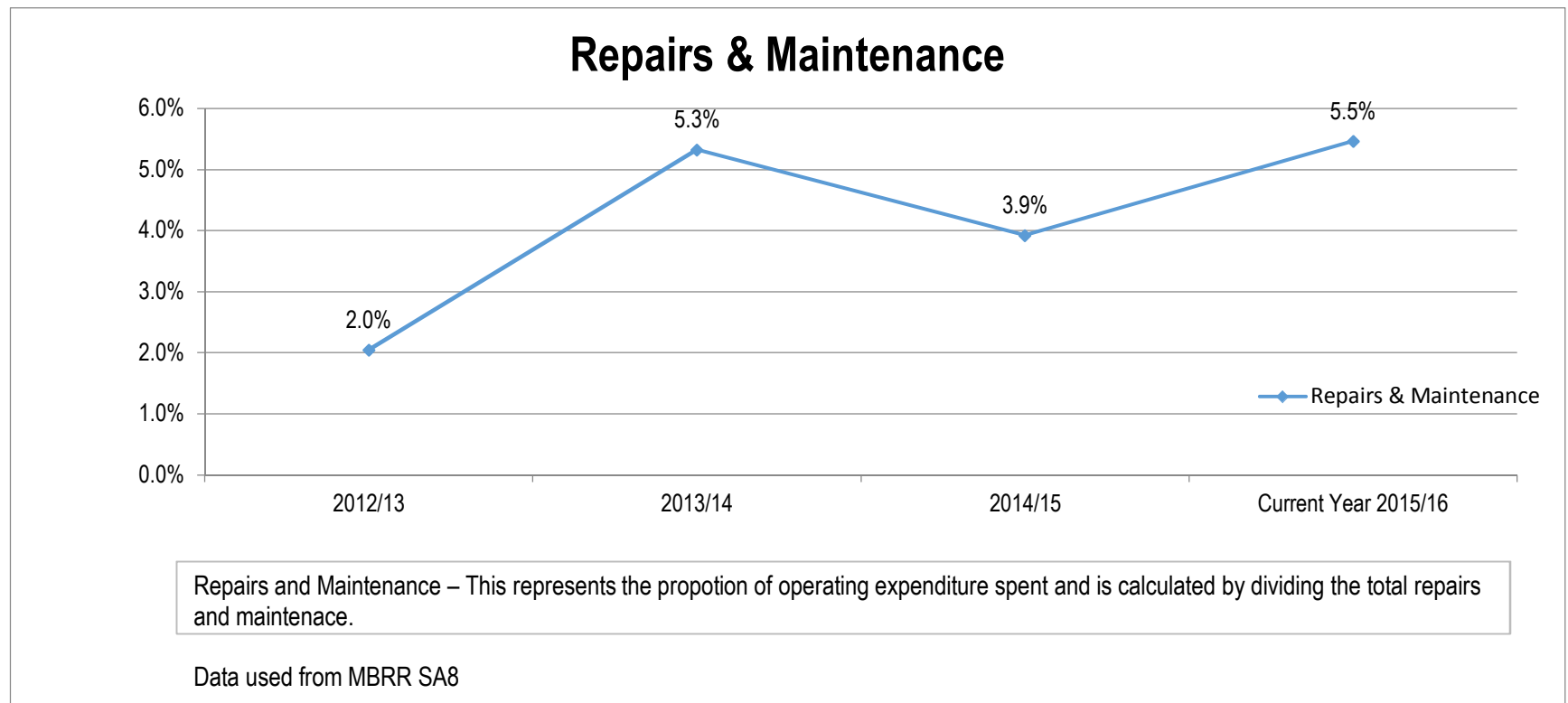


### 5.3.1 ASSET MANAGEMENT

| TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2015/2016 |   |  |  |               |
|--|---|--|--|---------------|
| Asset 1  |   |  |  |               |
| Name   | Facility  |  |  |               |
| Description  | Embalenhle WasteWater Treatment Works                           |  |  |               |
| Asset Type   | Infrastructure Assets   |  |  |               |
| Key Staff Involved                                       | Waste Management staff  |  |  |               |
| Staff Responsibilities                                   |   |  |  |               |
|  | 2015/ 2016  |  |  |               |
| Asset Value  |   |  |  | 28 145 167.69 |
| Capital Implications                                     | MIG   |  |  |               |
| Future Purpose of Asset                                  | Sanitation Services   |  |  |               |
| Describe Key Issues                                      |   |  |  |               |
| Policies in Place to Manage Asset                        | Yes there are policies in place for the management of the asset |  |  |               |
| Asset 2  |   |  |  |               |
| Name   | VIP Toilets and Water Connections                               |  |  |               |
| Description  | Conversion of VIP toilets and Connection Ext 5,6,9 & 10         |  |  |               |
| Asset Type   | Infrastructure Assets   |  |  |               |
| Key Staff Involved                                       | Waste Management staff  |  |  |               |
| Staff Responsibilities                                   |   |  |  |               |
|  | 2015/ 2016  |  |  |               |
| Asset Value  |   |  |  | 10 699 545.72 |
| Capital Implications                                     | MIG   |  |  |               |
| Future Purpose of Asset                                  | Service Delivery  |  |  |               |
| Describe Key Issues                                      |   |  |  |               |
| Policies in Place to Manage Asset                        | Yes there are policies in place for the management of the asset |  |  |               |
| Asset 3  |   |  |  |               |
| Name   | Waste Water Treatment Plant                                     |  |  |               |
| Description  | Kinross Waste Water Treatment Works                             |  |  |               |
| Asset Type   | Infrastructure Assets   |  |  |               |
| Key Staff Involved                                       | Waste Management staff  |  |  |               |
| Staff Responsibilities                                   |   |  |  |               |
|  | 2015/ 2016  |  |  |               |
| Asset Value  |   |  |  | 9 463 329.66  |
| Capital Implications                                     | MIG   |  |  |               |
| Future Purpose of Asset                                  | Sanitation Services   |  |  |               |
| Describe Key Issues                                      |   |  |  |               |
| Policies in Place to Manage Asset                        | Yes there are policies in place for the management of the asset |  |  |               |
|  |   |  |  |               |

### 5.3.2 REPAIR AND MAINTENANCE

| Repair and Maintenance Expenditure: 2015/2016 |                 |                   |            |                 |
|---|-----------------|-------------------|------------|-----------------|
| R' 000  |                 |                   |            |                 |
|   | Original Budget | Adjustment Budget | Actual     | Budget variance |
| Repairs and Maintenance Expenditure           | 94 767 795      | -                 | 76 133 387 | 20%             |





## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

| MP307 Govan Mbeki - Supporting Table SA8 Performance indicators and benchmarks |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
|--|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|---------------------|---------------------|
| Description of financial indicator   | Basis of calculation   | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    |                   | 2016/17 medium Term Revenue & Expenditure Framework |                     |                     |
|  |  | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
| <b><u>Borrowing Management</u></b>   |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Credit Rating  |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Capital Charges to Operating Expenditure                                       | Interest & Principal Paid /Operating Expenditure                           | 1.4%            | 1.4%            | 2.3%            | 0.4%                 | 0.4%            | 1.8%               | 1.9%              | 0.3%  | 0.3%                | 0.3%                |
| Capital Charges to Own Revenue   | Finance charges & Repayment of borrowing /Own Revenue                      | 2.4%            | 2.0%            | 3.3%            | 0.5%                 | 0.4%            | 2.4%               | 2.6%              | 0.3%  | 0.3%                | 0.3%                |
| Borrowed funding of 'own' capital expenditure                                  | Borrowing/Capital expenditure excl. transfers and grants and contributions | 0.0%            | 0.0%            | 0.0%            | 0.0%                 | 0.0%            | 0.0%               | 13.8%             | 0.0%  | 0.0%                | 0.0%                |
| <b><u>Safety of Capital</u></b>  |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Gearing  | Long Term Borrowing/ Funds & Reserves                                      | 0.0%            | 0.0%            | 0.0%            | 0.0%                 | 0.0%            | 0.0%               | 0.0%              | 0.0%  | 0.0%                | 0.0%                |
| <b><u>Liquidity</u></b>  |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Current Ratio  | Current assets/current liabilities   | 0.4             | 0.5             | 0.3             | 1.1                  | 1.1             | 0.7                | 0.5               | 1.0   | 1.1                 | 1.2                 |
| Current Ratio adjusted for aged debtors  | Current assets less debtors > 90 days/current liabilities                  | 0.4             | 0.5             | 0.3             | 1.1                  | 1.1             | 0.7                | 0.5               | 1.0   | 1.1                 | 1.2                 |
| Liquidity Ratio  | Monetary Assets/Current Liabilities  | 0.1             | 0.0             | 0.0             | 0.4                  | 0.6             | 0.1                | 0.1               | 0.3   | 0.3                 | 0.4                 |
| <b><u>Revenue Management</u></b>   |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Annual Debtors Collection Rate (Payment Level %)                               | Last 12 Mths Receipts/Last 12 Mths Billing                                 |                 | 100.5%          | 91.3%           | 103.9%               | 88.1%           | 80.0%              | 102.2%            | 82.6%   | 85.0%               | 83.1%               |

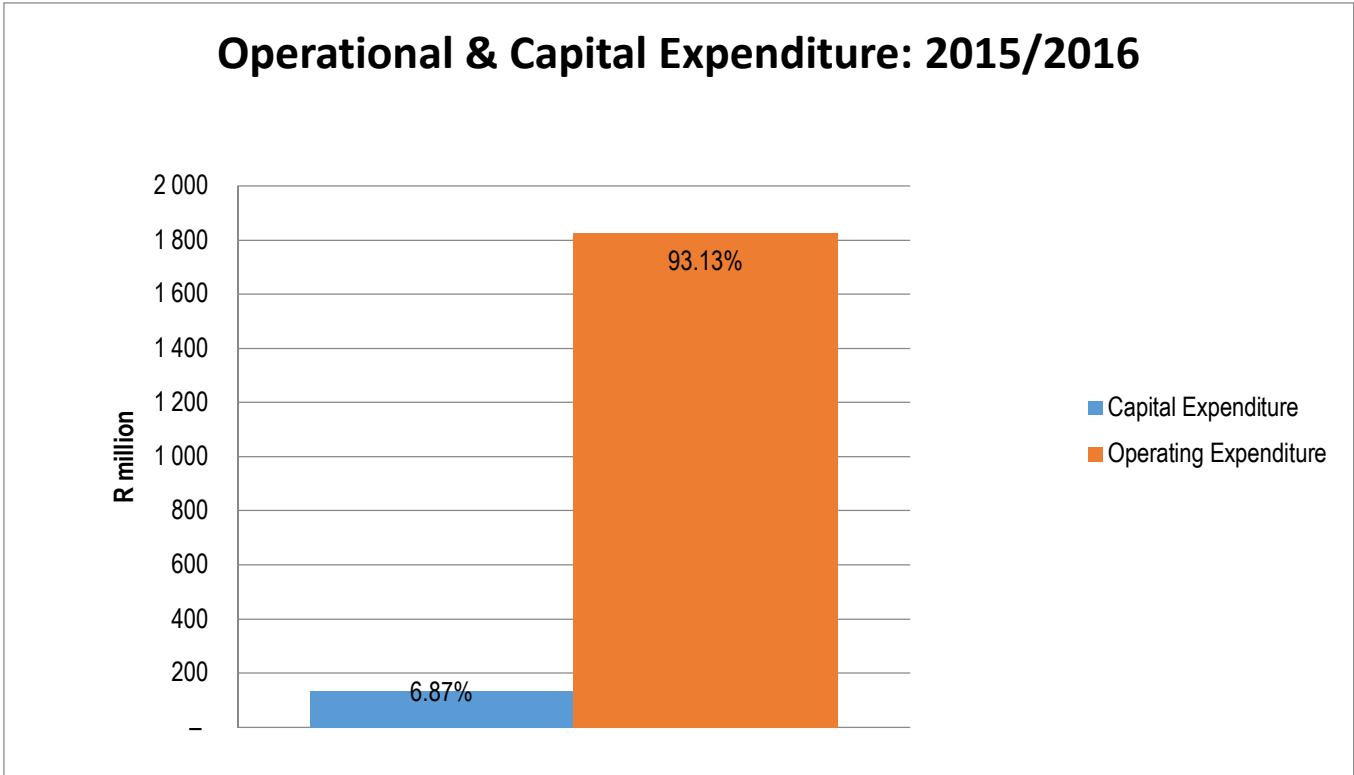
**MP307 Govan Mbeki - Supporting Table SA8 Performance indicators and benchmarks**

| Description of financial indicator  | Basis of calculation   | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    |                   | 2016/17 medium Term Revenue & Expenditure Framework |                     |                     |
|---|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|---------------------|---------------------|
|   |  | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
| Current Debtors Collection Rate<br>(Cash receipts % of Ratepayer & Other revenue) |  | 100.5%          | 91.3%           | 103.9%          | 88.8%                | 80.7%           | 103.0%             | 99.5%             | 85.0%   | 83.1%               | 82.6%               |
| Outstanding Debtors to Revenue  | Total Outstanding Debtors to Annual Revenue  | 13.1%           | 18.2%           | 13.4%           | 14.8%                | 10.4%           | 13.5%              | 12.5%             | 17.6%   | 19.1%               | 20.3%               |
| Longstanding Debtors Recovered  | Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old                              |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| <b><u>Creditors Management</u></b>  |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Creditors System Efficiency   | % of Creditors Paid Within Terms (within 'MFMA' s 65(e))                               |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Creditors to Cash and Investments   |  | 979.7%          | 2271.9%         | 2494.0%         | 242.9%               | 148.6%          | 216.7%             | 793.6%            | 188.2%  | 104.5%              | 74.7%               |
|   |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| <b><u>Other Indicators</u></b>  |  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Electricity Distribution Losses (2)   | Total Volume Losses (kW)   | 2446558         | 47581850        | 2271522         |                      |                 |                    |                   |   |                     |                     |
|   | Total Cost of Losses (Rand '000)   | 47 759          | 252             | 41 628          |                      |                 |                    |                   |   |                     |                     |
|   | % Volume (units purchased and generated less units sold)/units purchased and generated | 0               | 0               | 0               |                      |                 |                    |                   |   |                     |                     |
| Water Distribution Losses (2)   | Total Volume Losses (k )   | 381             | 2 491           | 8 224           |                      |                 |                    |                   |   |                     |                     |
|   | Total Cost of Losses (Rand '000)   | 2683339         | 1093213         | 2463640         |                      |                 |                    |                   |   |                     |                     |
|   | % Volume (units purchased and  |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |

| MP307 Govan Mbeki - Supporting Table SA8 Performance indicators and benchmarks |   |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
|--|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|---------------------|---------------------|
| Description of financial indicator   | Basis of calculation  | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    |                   | 2016/17 medium Term Revenue & Expenditure Framework |                     |                     |
|  |   | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2016/17                                 | Budget Year 2017/18 | Budget Year 2018/19 |
|  | generated less units sold)/units purchased and generated                                      |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| Employee costs   | Employee costs/(Total Revenue - capital revenue)  | 26.9%           | 25.0%           | 27.4%           | 25.6%                | 22.9%           | 27.0%              | 26.7%             | 25.9%   | 25.6%               | 24.7%               |
| Remuneration   | Total remuneration/(Total Revenue - capital revenue)  | 0.0%            | 0.0%            | 0.0%            | 0.0%                 | 0.0%            | 0.0%               |                   | 0.0%  | 0.0%                | 0.0%                |
| Repairs & Maintenance  | R&M/(Total Revenue excluding capital revenue)   | 2.9%            | 5.5%            | 3.9%            | 5.8%                 | 5.9%            | 5.5%               |                   | 4.8%  | 5.7%                | 5.5%                |
| Finance charges & Depreciation   | FC&D/(Total Revenue - capital revenue)  | 27.6%           | 15.3%           | 14.0%           | 11.9%                | 8.4%            | 10.8%              | 12.1%             | 9.5%  | 9.3%                | 9.0%                |
| <b>IDP regulation financial viability indicators</b>                           |   |                 |                 |                 |                      |                 |                    |                   |   |                     |                     |
| i. Debt coverage   | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 316.4           | 417.3           | 164.8           | 196.5                | 196.5           | 196.5              | 42.1              | 58.0  | 61.3                | 65.4                |
| ii.O/S Service Debtors to Revenue  | Total outstanding service debtors/annual revenue received for services                        | 15.3%           | 21.6%           | 16.0%           | 19.6%                | 13.4%           | 18.5%              | 17.5%             | 15.1%   | 17.6%               | 20.1%               |
| iii. Cost coverage   | (Available cash + Investments)/monthly fixed operational expenditure                          | 0.4             | 0.2             | 0.2             | 1.1                  | 1.9             | 0.8                | 0.4               | 1.2   | 2.1                 | 2.8                 |

**COMPONENT B: SPENDING AGAINST CAPITAL BUDGET**

**5.5 CAPITAL EXPENDITURE**



| Operating Expenditure & Capital Expenditure 2015/2016 |                 |                   |                            |                          |                          |
|---|-----------------|-------------------|----------------------------|--------------------------|--------------------------|
| R million   | Original Budget | Adjustment Budget | Un-audited Full Year Total | Original Budget variance | Adjusted Budget Variance |
| Capital Expenditure                                   | 106             | 135               | 88                         | 17.3%                    | 34.7%                    |
|   | <b>106</b>      | <b>135</b>        | <b>88</b>                  | 17.3%                    | 34.7%                    |
| Operating Expenditure                                 | 1 605           | 1 827             | 1 787                      | -11.3%                   | 2.2%                     |
|   | <b>1 605</b>    | <b>1 827</b>      | <b>1 787</b>               | -11.3%                   | 2.2%                     |
| <b>Total expenditure</b>                              | <b>1 712</b>    | <b>1 962</b>      | <b>1 875</b>               | -9.6%                    | 4.4%                     |
| Water and sanitation                                  | 340             | 445               | 289                        | 15.1%                    | 35.0%                    |
| Electricity   | 544             | 634               | 591                        | -8.8%                    | 6.7%                     |
| Housing   | 6               | 7                 | 7                          | -13.8%                   | 12.3%                    |
| Roads, Pavements, Bridges and storm water             | 143             | 124               | 103                        | 28.0%                    | 17.4%                    |
| Other   | 573             | 617               | 797                        | -39.2%                   | -29.3%                   |
|   | <b>1 605</b>    | <b>1 827</b>      | <b>1 787</b>               | -11.3%                   | 2.2%                     |
| External Loans  | –               | –                 |                            |                          |                          |
| Internal contributions                                | 15              | 19                | 15                         | 1.0%                     | 21.1%                    |
| Grants and subsidies                                  | 91              | 125               | 73                         | 20.0%                    | 41.4%                    |
| Other   | –               | –                 |                            |                          |                          |
|   | <b>106</b>      | <b>144</b>        | <b>88</b>                  | 17.3%                    | 38.7%                    |
| External Loans  | –               | –                 | –                          |                          |                          |
| Grants and subsidies                                  | 227             | 226               | 231                        | -1.7%                    | -2.3%                    |
| Investments Redeemed                                  | –               | –                 | –                          |                          |                          |
| Statutory Receipts (including VAT)                    | –               | –                 | –                          |                          |                          |
| Other Receipts  | 1 378           | 1 601             | 1 556                      | -12.9%                   | 2.8%                     |
|   | <b>1 605</b>    | <b>1 827</b>      | <b>1 787</b>               | -11.3%                   | 2.2%                     |
| Salaries, wages and allowances                        | 407             | 424               | 408                        | -0.2%                    | 3.6%                     |
| Cash and creditor payments                            |                 |                   |                            |                          |                          |

| Operating Expenditure & Capital Expenditure 2015/2016 |                 |                   |                            |                          |                          |
|---|-----------------|-------------------|----------------------------|--------------------------|--------------------------|
| R million   | Original Budget | Adjustment Budget | Un-audited Full Year Total | Original Budget variance | Adjusted Budget Variance |
| Capital payments                                      | 100             | 143               | 88                         | 11.6%                    | 38.4%                    |
| Investments made                                      | 1               | 0                 | –                          | 100.0%                   | 100.0%                   |
| External loans repaid                                 | 4               | 4                 | 5                          | -16.0%                   | -16.0%                   |
| Statutory Payments (including VAT)                    | –               | –                 | –                          |                          |                          |
| Other payments  | 1 093           | 2 398             | 1 286                      | -17.6%                   | 46.4%                    |
|   | <b>1 605</b>    | <b>1 827</b>      | <b>1 787</b>               | -11.3%                   | 2.2%                     |
|   | Original Budget | Adjustment Budget | Un-audited Full Year Total | Original Budget variance | Adjusted Budget Variance |
| Property rates  | 194             | 243               | 185                        | 4.8%                     | 23.9%                    |
| Service charges                                       | 1 025           | 1 190             | 951                        | 7.2%                     | 20.1%                    |
| Other own revenue                                     | 179             | 184               | 251                        | -40.6%                   | -36.8%                   |
|   | <b>1 398</b>    | <b>1 616</b>      | <b>1 387</b>               | 0.8%                     | 14.2%                    |
| Employee related costs                                | 407             | 424               | 408                        | -0.2%                    | 3.6%                     |
| Provision for working capital                         | –               | –                 | –                          |                          |                          |
| Repairs and maintenance                               | 95              | 110               | 81                         | 14.2%                    | 25.8%                    |
| Bulk purchases  | 553             | 727               | 726                        | -31.2%                   | 0.2%                     |
| Other expenditure                                     | 550             | 990               | 572                        | -4.0%                    | 42.2%                    |
|   | <b>1 605</b>    | <b>1 827</b>      | <b>1 787</b>               | -11.3%                   | 2.2%                     |
| Service charges: Electricity                          | 510             | 557               | 446                        | 12.5%                    | 19.9%                    |
| Grants & subsidies: Electricity                       | 34              | 19                | 12                         | 65.8%                    | 39.1%                    |
| Other revenue: Electricity                            | 14              | 14                | 15                         | -10.7%                   | -10.7%                   |
|   | <b>558</b>      | <b>590</b>        | <b>473</b>                 | 15.2%                    | 19.8%                    |
| Employee related costs: Electricity                   | 22              | 24                | 22                         | 1.8%                     | 7.7%                     |
| Provision for working capital: Electricity            | –               | –                 | –                          |                          |                          |

| Operating Expenditure & Capital Expenditure 2015/2016 |                 |                   |                            |                          |                          |
|---|-----------------|-------------------|----------------------------|--------------------------|--------------------------|
| R million   | Original Budget | Adjustment Budget | Un-audited Full Year Total | Original Budget variance | Adjusted Budget Variance |
| Repairs and maintenance: Electricity                  | 26              | 27                | 27                         | -0.6%                    | 0.6%                     |
| Bulk purchases: Electricity                           | 413             | 509               | 501                        | -21.3%                   | 1.4%                     |
| Other expenditure: Electricity                        | 93              | 75                | 42                         | 55.3%                    | 44.4%                    |
|   | <b>555</b>      | <b>634</b>        | <b>591</b>                 | -6.6%                    | 6.7%                     |
| Service charges: Water                                | 323             | 391               | 319                        | 1.0%                     | 18.3%                    |
| Grants & subsidies: Water                             | –               | –                 | –                          |                          |                          |
| Other revenue: Water                                  | 0               | 0                 | 3                          | -596.5%                  | -596.5%                  |
|   | <b>323</b>      | <b>391</b>        | <b>323</b>                 | 0.1%                     | 17.5%                    |
| Employee related costs: Water                         | 34              | 35                | 33                         | 2.7%                     | 5.7%                     |
| Provision for working capital: Water                  | –               | –                 | –                          |                          |                          |
| Repairs and maintenance: Water                        | 10              | 21                | 8                          | 22.6%                    | 63.4%                    |
| Bulk purchases: Water                                 | 140             | 219               | 224                        | -60.4%                   | -2.6%                    |
| Other expenditure: Water                              | 62              | 78                | 21                         | 66.7%                    | 73.4%                    |
|   | <b>246</b>      | <b>353</b>        | <b>286</b>                 | -16.2%                   | 19.0%                    |

| Capital Programme by Project: 2015/2016 |                 |                   |              |                        |                       |
|---|-----------------|-------------------|--------------|------------------------|-----------------------|
|   |                 |                   |              |                        | R' 000                |
| Capital Project                         | Original Budget | Adjustment Budget | Actual       | Variance (Act - Adj) % | Variance (Act - OB) % |
|   |                 |                   |              |                        |                       |
| <b>Water</b>                            |                 |                   |              |                        |                       |
| Inep(Eskom);To Be Unbundled             | 5 501 000.00    | 5 501 000.00      | -            | -1                     | -100%                 |
| Energy Efficiency Demand Man            | 3 000 000.00    | 3 000 000.00      | -            | -1                     | -100%                 |
| Inep (Inhouse);To Be Unbundl            | 2 200 000.00    | 2 200 000.00      | -            | -1                     | -100%                 |
| Sewer Network Rect. Emba Ext            | -               | -                 | -            | -1                     | -100%                 |
| Water Quality Testing-Blue/G            | 350 000.00      | 350 000.00        | -            | -1                     | -100%                 |
| Operation & Maintenance Support;        | 1 000 000.00    | 1 000 000.00      | -            | -1                     | -100%                 |
| Sports & Rec Centre in Emzin            | -               | 20 000 000.00     | 2 034 126.00 | 0                      | 90%                   |
| Conversion Of Vip's Kinr Ex             | 10 000 000.00   | 10 000 000.00     | 2 141 367.00 | 1                      | 79%                   |
| Embalenhle Wwpt-Uprading;To             | 20 000 000.00   | 20 000 000.00     | 3 353 397.00 | 83%                    | 83%                   |
| WWWP Kinross;To Be Unbundled            | 10 000 000.00   | 10 000 000.00     | 847 758.00   | 92%                    | 92%                   |
| Cons & Revitalize B/Hole In             | 5 888 000.00    | 5 888 000.00      | -            | 100%                   | 100%                  |
| Conv Of VipIn Emzinoni23,24,2           | 10 000 000.00   | 10 000 000.00     | 2 123 331.00 | 79%                    | 79%                   |
| Furniture & Equipment(0601);            | 3 000 000.00    | 3 000 000.00      | -            | 100%                   | 100%                  |
| Electricity Split Meters                | 12 000 000.00   | 12 000 000.00     | 595 944.00   | 95%                    | 95%                   |
| Sanedi Projects                         | 23 500 000.00   | 23 500 000.00     | 751 431.00   | 97%                    | 97%                   |
| Furniture & Equipment 0001;             | -               | -                 | 474 564.00   | 0%                     | 0%                    |
| Emba X18 Sewer Network Upgrade          | -               | 31 000 000.00     | 2 624 121.00 | 0%                     | 92%                   |
| Furniture & Equipment 0508;             | -               | 109 215.00        | 3 875.00     | 0%                     | 96%                   |
| Furniture & Equipment 0207              | -               | 105 000.00        | 713.00       | 0%                     | 99%                   |
| Purchase of computer software           | -               | 1 000 000.00      | 1 027 935.00 | 0%                     | -3%                   |
| Upgrade of ICT Connection               | -               | 3 847 000.00      | 375 611.00   | 0%                     | 90%                   |
| Insurance Claimed Equipment             | -               | 500 000.00        | 55 940.00    | 0%                     | 89%                   |
| Furniture & Equipment (0602)            | -               | -                 | 1 849.00     | 0%                     | 0%                    |
| Furniture & Equipment (0604)            | -               | -                 | 5 460 885.00 | 0%                     | 0%                    |
| Furniture & Equipment (0608)            | -               | -                 | 2 108.00     | 0%                     | 0%                    |
| <b>Electricity</b>                      |                 |                   |              |                        |                       |
| Electrification Programme;TO            | 115 000.00      | 115 000.00        | -            | 0%                     | 0%                    |
| Upgrade of Medium Voltage Ne            | 7 000 000.00    | 3 500 000.00      | -            | 0%                     | 0%                    |
| Installation of stretlight G            | 1 000 000.00    | -                 | -            | 0%                     | 0%                    |
| Various projects in GMM;TO B            | -               | -                 | -            | 0%                     | 0%                    |
| SPLIT METERING PROJECT (0609            | -               | 1 000 000.00      | -            | 0%                     | 0%                    |
| Install Public Lights Emba ;            | 200 000.00      | 200 000.00        | -            | 0%                     | 0%                    |



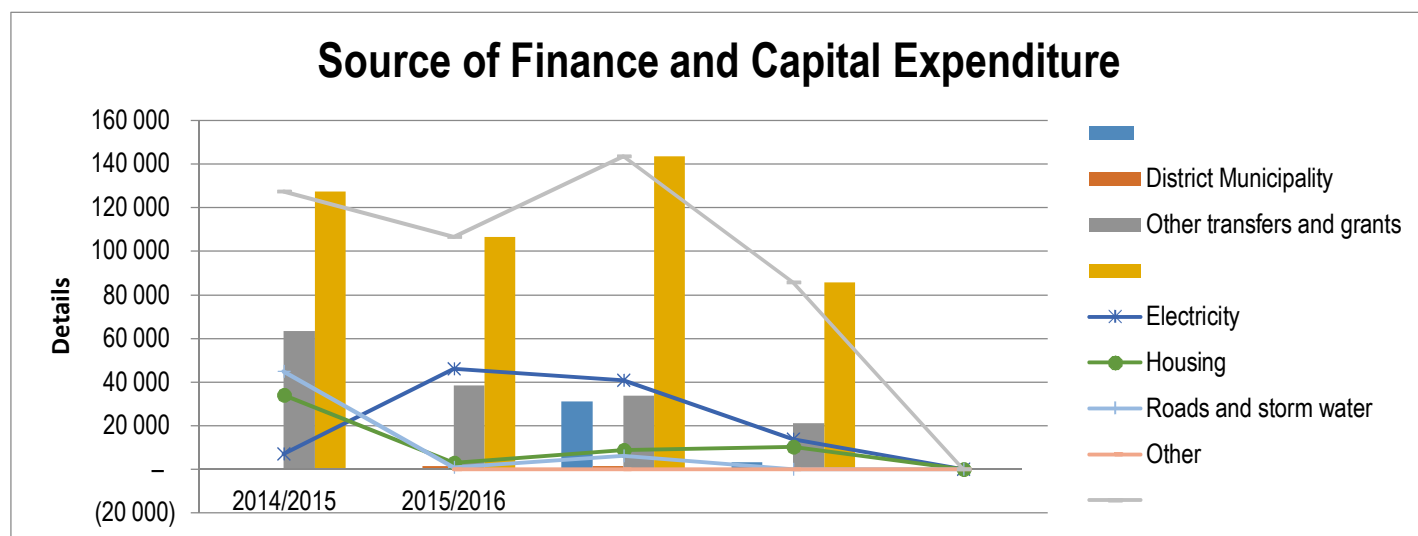
| Capital Programme by Project: 2015/2016 |                 |                   |               |                        |                       |
|---|-----------------|-------------------|---------------|------------------------|-----------------------|
|   |                 |                   |               |                        | R' 000                |
| Capital Project                         | Original Budget | Adjustment Budget | Actual        | Variance (Act - Adj) % | Variance (Act - OB) % |
| Electrical Capacity Expansio            | 2 000 000.00    | 2 000 000.00      | -             | 0%                     | 0%                    |
| Public Lighting;TO BE UNBUND            | 2 000 000.00    | 2 000 000.00      | -             | 0%                     | 0%                    |
| FURNITURE & EQUIPMENT(0609);            | 300 000.00      | 1 100 000.00      | 78 590.66     | -1300%                 | -282%                 |
| RESERVES FINANCE(0501);TO BE            | 7 122 056.00    | 7 122 056.00      | 4 406 393.74  | -62%                   | -62%                  |
| Housing                                 |                 |                   |               |                        |                       |
| Housing;TO BE UNBUNDLED                 | 10 000 000.00   | 10 000 000.00     | -             | 0%                     | 0%                    |
| Emzinoni Extension 5 Develop            | -               | 31 841 000.00     | 27 930 702.00 | -14%                   | 100%                  |
| Refuse removal                          |                 |                   |               |                        |                       |
| Embalenhle Refuse;TO BE UNBU            | 2 000 000.00    | 2 000 000.00      | -             | 0%                     | 0%                    |
| GMM Vehicles;TO BE UNBUNDLED            | 1 000 000.00    | 1 000 000.00      | -             | 0%                     | 0%                    |
| Refuse Bins;TO BE UNBUNDLED             | 2 000 000.00    | 2 000 000.00      | -             | 0%                     | 0%                    |
| Composting Trials;TO BE UNBU            | 5 500 000.00    | 5 500 000.00      | -             | 0%                     | 0%                    |
| FURNITURE & EQUIPMENT (0409)            | 30 000.00       | 30 000.00         | 12 530.71     | -139%                  | -139%                 |
| Stormwater                              |                 |                   |               |                        |                       |
| "Project A"                             |                 |                   |               | 0%                     | 0%                    |
| "Project B"                             |                 |                   |               | 0%                     | 0%                    |
| Economic development                    |                 |                   |               |                        |                       |
| Town Centre Development;TO B            | 4 000 000.00    | 4 000 000.00      | -             | 0%                     | 0%                    |
| FURNITURE & EQUIPMENT(0301)             | 30 000.00       | 30 000.00         | 36 883.02     | 19%                    | 19%                   |
| PMU COST COMPONENT;TO BE UNB            | 3 877 560.00    | 1 538 686.34      | 70 815.24     | -2073%                 | -5376%                |
| FURNITURE & EQUIPMENT (0304)            | 50 000.00       | 50 000.00         | 163 029.43    | 69%                    | 69%                   |
| FURNITURE & EQUIPMENT(0302)             | 1 800 000.00    | 1 800 000.00      | 1 356 587.93  | -33%                   | -33%                  |
| Sports, Arts & Culture                  |                 |                   |               |                        |                       |
| Upgrading Of Sport Facilitie            | 1 000 000.00    | 1 000 000.00      | -             | 0%                     | 0%                    |
| Upgrading of Sprortfields;TO            | 1 600 000.00    | 1 600 000.00      | -             | 0%                     | 0%                    |
| Chess;TO BE UNBUNDLED                   | 2 500 000.00    | 2 500 000.00      | -             | 0%                     | 0%                    |
| Sports & Rec Centre in Emzin            | 4 000 000.00    | 5 189 348.37      | 12 705 008.90 | 59%                    | 69%                   |
| Environment                             |                 |                   |               |                        |                       |
| "Project A"                             |                 |                   |               |                        |                       |
| "Project B"                             |                 |                   |               |                        |                       |
| Health                                  |                 |                   |               |                        |                       |
| "Project A"                             | 82.00           | 85.00             | 92.00         | 8%                     | 11%                   |
| "Project B"                             | 85.00           | 90.00             | 95.00         | 5%                     | 11%                   |
| Safety and Security                     |                 |                   |               |                        |                       |
| Construct Leandra Fire Stati            | 8 000 000.00    | 8 000 000.00      | -             |                        |                       |
| Crime Prevention;TO BE UNBUN            | 1 200 000.00    | 1 200 000.00      | -             |                        |                       |

| Capital Programme by Project: 2015/2016 |                 |                   |            |                           |                          |
|---|-----------------|-------------------|------------|---------------------------|--------------------------|
|   |                 |                   |            |                           | R' 000                   |
| Capital Project                         | Original Budget | Adjustment Budget | Actual     | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| GMM School Security;TO BE UN            | 5 000 000.00    | 5 000 000.00      | -          |                           |                          |
| Upgrad of Test Station - Sec            | 1 000 000.00    | 1 000 000.00      | -          |                           |                          |
| Security at Municipal Proper            | 1 000 000.00    | 1 000 000.00      | -          |                           |                          |
| Fire Station Equipment;TO BE            | 1 500 000.00    | 1 500 000.00      | -          |                           |                          |
| ICT and Other                           |                 |                   |            |                           |                          |
| Upgrading of roads-Leandra;T            | -               | 881 389.00        | -          |                           |                          |
| Upgrading of roads Emzinoni;            | -               | 454 961.00        | -          |                           |                          |
| Roads in Bethal;TO BE UNBUND            | -               | 1 500 000.00      | -          |                           |                          |
| Potholes in GMM;TO BE UNBUN             | 500 000.00      | 290 000.00        | -          |                           |                          |
| CONSTR LEBOHA/ LEAND REG PAR            | 5 000 000.00    |                   | -          |                           |                          |
| Emba internal Rd Joe Makhubu            | 4 559 062.00    | 4 559 062.00      | -          |                           |                          |
| FURNITURE & EQUIPMENT(0602);            | 30 000.00       | 30 000.00         | -          |                           |                          |
| Const Multipurpose Centre CC            | 4 000 000.00    | 4 000 000.00      | -          |                           |                          |
| Con Phase 2 Lehohang Storm w            | 3 000 000.00    | 3 000 000.00      | -          |                           |                          |
| Constr Of Emba Foot Bridges;            | 100 000.00      | 100 000.00        | -          |                           |                          |
| Green Belt Secunda;TO BE UNB            | 3 000 000.00    | 3 000 000.00      | -          |                           |                          |
| Embalenhle Cemetery Roads;TO            | 10 000 000.00   | 10 000 000.00     | -          |                           |                          |
| Paving of Sidewalks;TO BE UN            | 6 000 000.00    | 6 000 000.00      | -          |                           |                          |
| Osizweni Site Development;TO            | 2 000 000.00    | 2 000 000.00      | -          |                           |                          |
| Critical Road Maintenance;TO            | 3 000 000.00    | 3 000 000.00      | -          |                           |                          |
| Public areas - Secunda;TO BE            | 3 000 000.00    | 3 000 000.00      | -          |                           |                          |
| Public Areas- Embalenhle;TO             | 3 000 000.00    | 3 000 000.00      | -          |                           |                          |
| Public Areas - Kinross;TO BE            | 2 000 000.00    | 2 000 000.00      | -          |                           |                          |
| Public Areas - Trichardt;TO             | 1 000 000.00    | 1 000 000.00      | -          |                           |                          |
| Repair of Air Strip;TO BE UN            | 4 000 000.00    | 4 000 000.00      | -          |                           |                          |
| Library Upgrade;TO BE UNBUND            | 2 000 000.00    | 2 000 000.00      | -          |                           |                          |
| Johannes Stegman Theatre;TO             | 6 000 000.00    | 6 000 000.00      | -          |                           |                          |
| GMM Capacity;TO BE UNBUNDLED            | 2 000 000.00    | 2 000 000.00      | -          |                           |                          |
| Monito & Evalut Emzi Comm Ce            | 1 000 000.00    | 1 000 000.00      | -          |                           |                          |
| Comm Hall Bethal ext 22/23;             | 2 200 000.00    | 2 200 000.00      | -          |                           |                          |
| FURNITURE & EQUIPMENT(0608);            | 20 000.00       | 20 000.00         | 13 696.56  | -46%                      | -46%                     |
| FURNITURE & EQUIPMENT(0601);            | 30 000.00       | 30 000.00         | 18 639.65  | -61%                      | -61%                     |
| FURNITURE & EQUIPMENT(0401);            | 71 163.51       | 301 164.00        | 19 904.30  | -1413%                    | -258%                    |
| MAYOR FURNITURE AND EQUIPMEN            | 20 000.00       | 70 000.00         | 59 322.88  | -18%                      | 66%                      |
| FURNITURE & EQUIPMENT (0504)            | 100 000.00      | 300 000.00        | 203 514.32 | -47%                      | 51%                      |
| MM FURNITURE & EQUIPMENT 000            | 100 000.00      | 295 000.00        | 210 313.88 | -40%                      | 52%                      |

| Capital Programme by Project: 2015/2016 |                 |                   |               |                           |                          |
|---|-----------------|-------------------|---------------|---------------------------|--------------------------|
|   |                 |                   |               |                           | R' 000                   |
| Capital Project                         | Original Budget | Adjustment Budget | Actual        | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| FURNITURE & EQUIPMENT(0201)             | 30 000.00       | 630 000.00        | 587 460.49    | -7%                       | 95%                      |
| Cons of paved Roads in Emba             | -               | -                 | 1 258 951.08  | 100%                      | 100%                     |
| Costruction of Com Hall Emzi            | -               | -                 | 1 987 331.00  | 100%                      | 100%                     |
| Emba internal Rd Albert Luth            | 4 559 062.00    | 4 559 062.00      | 2 980 959.40  | -53%                      | -53%                     |
| Albert Luthuli Road Phase 2;            | 4 000 000.00    | 2 642 386.69      | 3 015 369.40  | 12%                       | -33%                     |
| Erad of gravel roads in C/Ci            | 5 018 257.00    | 4 018 257.00      | 3 604 771.98  | -11%                      | -39%                     |
| Velabahleke Street Phase 2;T            | 1 688 483.00    | 1 688 483.00      | 4 093 528.87  | 59%                       | 59%                      |
| Erad of gravel roads Lebohan            | 10 145 156.00   | 7 270 182.74      | 4 418 795.04  | -65%                      | -130%                    |
| Renovation of Emz Thusong Ce            | 3 000 000.00    | 8 001 298.94      | 4 597 776.98  | -74%                      | 35%                      |
| Emba X22 Cemetery Link Road;            | 6 000 000.00    | 4 866 807.40      | 6 287 754.21  | 23%                       | 5%                       |
| Const of Regional Park-Emzin            | 5 000 000.00    | 5 000 000.00      | 7 366 872.16  | 32%                       | 32%                      |
| Eradication of grav roads-Em            | 2 500 000.00    | 9 242 205.54      | 10 825 492.40 | 15%                       | 77%                      |
| Erad of gravel roads Emzinon            | 6 000 000.00    | 7 400 000.00      | 14 779 140.54 | 50%                       | 59%                      |
|   |                 |                   |               |                           |                          |
|   |                 |                   |               |                           |                          |

## 5.6 SOURCES OF FINANCE

| Details                          |                             | 2014/2015 | 2015/2016            |                   |        |                               |                           |
|----------------------------------|-----------------------------|-----------|----------------------|-------------------|--------|-------------------------------|---------------------------|
|                                  |                             | Actual    | Original Budget (OB) | Adjustment Budget | Actual | Adjustment to OB Variance (%) | Actual to OB Variance (%) |
| <b>Source of finance</b>         | <b>National Government</b>  | 63 631    | 66 589               | 77 553            | 61 109 | 0                             | (0)                       |
|                                  | Provincial Government       | –         |                      | 31 000            | 3 307  | 0.00%                         | 0.00%                     |
|                                  | District Municipality       | 441       | 1 350                | 1 350             | 75     | 0.00%                         | -94.44%                   |
|                                  | Other transfers and grants  | 63 359    | 38 500               | 33 816            | 21 117 | -12.17%                       | -45.15%                   |
|                                  |                             | 127 431   | 106 439              | 143 719           | 85 608 | 0.00%                         | 0.00%                     |
| <b>Total</b>                     |                             |           |                      |                   |        |                               |                           |
| <b>Percentage of finance</b>     | <b>National Government</b>  | 0         | 0                    | 0                 | 0      | 0.00%                         | 0.00%                     |
|                                  | Provincial Government       | 0.0%      | 0.0%                 | 21.6%             | 3.9%   | 0.00%                         | 0.00%                     |
|                                  | District Municipality       | 0.3%      | 1.3%                 | 0.9%              | 0.1%   | 0.00%                         | 0.00%                     |
|                                  | Other transfers and grants  | 49.7%     | 36.2%                | 23.5%             | 24.7%  | 0.00%                         | 0.00%                     |
|                                  |                             |           |                      |                   |        |                               |                           |
| <b>Capital expenditure</b>       | <b>Water and sanitation</b> | 41 406    | 56 238               | 88 202            | 61 581 | 0                             | 0                         |
|                                  | Electricity                 | 6 945     | 46 201               | 40 701            | 13 775 | -11.90%                       | -70.18%                   |
|                                  | Housing                     | 34 044    | 3 000                | 8 816             | 10 250 | 193.86%                       | 241.68%                   |
|                                  | Roads and storm water       | 45 037    | 1 000                | 6 000             | 2      | 500.00%                       | -99.79%                   |
|                                  | Other                       |           | –                    | –                 | –      | 0.00%                         | 0.00%                     |
|                                  |                             | 127 431   | 106 439              | 143 719           | 85 608 | 0.00%                         | 0.00%                     |
| <b>Total</b>                     |                             |           |                      |                   |        |                               |                           |
| <b>Percentage of expenditure</b> | <b>Water and sanitation</b> | 0         | 0                    | 0                 | 0      | 0.00%                         | 0.00%                     |
|                                  | Electricity                 | 5.4%      | 43.4%                | 28.3%             | 16.1%  | 0.00%                         | 0.00%                     |
|                                  | Housing                     | 26.7%     | 2.8%                 | 6.1%              | 12.0%  | 0.00%                         | 0.00%                     |
|                                  | Roads and storm water       | 35.3%     | 0.9%                 | 4.2%              | 0.0%   | 0.00%                         | 0.00%                     |
|                                  | Other                       | 0.0%      | 0.0%                 | 0.0%              | 0.0%   | 0.00%                         | 0.00%                     |



## 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

| Capital Expenditure of 5 largest projects 2015/2016 |  |                   |                    |                          |                         |
|---|--|-------------------|--------------------|--------------------------|-------------------------|
|   |  |                   |                    |                          | R' 000                  |
| Name of Project                                     | Current: Year 0  |                   |                    | Variance: Current Year 0 |                         |
|   | Original Budget  | Adjustment Budget | Actual Expenditure | Original Variance (%)    | Adjustment variance (%) |
| A- CONVERSION OF VIP'S KINR EX 25                   | 10 000 000   | 5 000 000         | 3 271 733          | 67%                      | 50%                     |
| B -EMBALENHLE WWPT-UPRADING;TO                      | 20 000 000   | 25 625 544        | 32 085 491         | -60%                     | -28%                    |
| C -KINROSS WWPT                                     | 10 000 000   | 9 762 456         | 10 788 196         | -8%                      | 2%                      |
| Sports & Rec Centre in Emzin                        | 0  | 5 000 000         | 5 487 511          | 0                        | -10%                    |
| E- Conv of VIP in Emzi 23,24,2                      | 10 000 000   | 15 964 000        | 12 197 482         | -22%                     | -60%                    |
| <b>Name of Project - A</b>                          | <b>Conversion of VIP's Kinross Ext 25</b>  |                   |                    |                          |                         |
| Objective of Project                                | conversion of VIP toilets to waterborne sanitation                                     |                   |                    |                          |                         |
| Delays  | approval of technical report and project registration                                  |                   |                    |                          |                         |
| Future Challenges                                   | none   |                   |                    |                          |                         |
| Anticipated citizen benefits                        | 400 households   |                   |                    |                          |                         |
| <b>Name of Project - B</b>                          | <b>Embalenhle WWPT-Upgrading;</b>  |                   |                    |                          |                         |
| Objective of Project                                | refurbishment of mechanical, electrical and civil works to improve effluent discharged |                   |                    |                          |                         |
| Delays  | none   |                   |                    |                          |                         |
| Future Challenges                                   | project funding for upgrading to increase capacity                                     |                   |                    |                          |                         |
| Anticipated citizen benefits                        | 32048 households   |                   |                    |                          |                         |
| <b>Name of Project - C</b>                          | <b>Kinross WWPT</b>  |                   |                    |                          |                         |
| Objective of Project                                | refurbishment of mechanical and civil works to improve effluent discharged             |                   |                    |                          |                         |
| Delays  | none   |                   |                    |                          |                         |
| Future Challenges                                   | project funding for upgrading to increase capacity                                     |                   |                    |                          |                         |
| Anticipated citizen benefits                        | 5456 households  |                   |                    |                          |                         |
| <b>Name of Project - D</b>                          | <b>Sports &amp; Recreational Centre in Emzinoni</b>                                    |                   |                    |                          |                         |
| Objective of Project                                | contract a fully functional sports and recreational facility                           |                   |                    |                          |                         |
| Delays  | project funding; cashflow challenges   |                   |                    |                          |                         |
| Future Challenges                                   | sourcing of funds for sport facilities   |                   |                    |                          |                         |
| Anticipated citizen benefits                        | 14205 households   |                   |                    |                          |                         |
| <b>Name of Project - E</b>                          | <b>Conversion of VIP's Emzinoni Ext 23,24,25</b>                                       |                   |                    |                          |                         |
| Objective of Project                                | conversion of VIP toilets to waterborne sanitation                                     |                   |                    |                          |                         |
| Delays  | None   |                   |                    |                          |                         |
| Future Challenges                                   | none   |                   |                    |                          |                         |
| Anticipated citizen benefits                        | 647 households   |                   |                    |                          |                         |

## 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

MP307 - Table A10 Basic service delivery measurement

| Description                                      | R ef | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |      | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| <b>Household service targets</b>                 | 1    |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Water:</b>                                    |      |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Piped water inside dwelling                      |      | 58              | 58              | 58              | 57 729               | 57 729          | .                  | 56 631  | 58 238                 | 59 893                 |
| Piped water inside yard (but not in dwelling)    |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Using public tap (at least min.service level)    | 2    | 2               | 2               | 1               | 1 406                | 1 406           | .                  | 1 406   | 1 406                  | 1 406                  |
| Other water supply (at least min.service level)  | 4    | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <i>Minimum Service Level and Above sub-total</i> |      | 59              | 59              | 59              | 59 135               | 59 135          | .                  | 58 037  | 59 644                 | 61 299                 |
| Using public tap (< min.service level)           | 3    | .               | .               | .               | .                    | .               | .                  | 626   | 626                    | 626                    |
| Other water supply (< min.service level)         | 4    | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| No water supply                                  |      | 1               | 1               | 1               | 1                    | 1               | .                  | .   | .                      | .                      |
| <i>Below Minimum Service Level sub-total</i>     |      | 1               | 1               | 1               | 1                    | 1               | .                  | 626   | 626                    | 626                    |
| <b>Total number of households</b>                | 5    | <b>60</b>       | <b>60</b>       | <b>60</b>       | <b>59 136</b>        | <b>59 136</b>   | <b>–</b>           | <b>58 663</b>                                       | <b>60 270</b>          | <b>61 925</b>          |
| <b>Sanitation/sewerage:</b>                      |      |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Flush toilet (connected to sewerage)             |      | 57              | 57              | 57              | 57                   | 57              | .                  | 91  | 93                     | 96                     |
| Flush toilet (with septic tank)                  |      | 0               | 0               | 0               | 0                    | 0               | .                  | 0   | 0                      | 0                      |
| Chemical toilet                                  |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Pit toilet (ventilated)                          |      | 3               | 3               | 2               | 2                    | 2               | .                  | 2   | 2                      | 2                      |

MP307 - Table A10 Basic service delivery measurement

| Description                                      | R<br>ef | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|---------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |         | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| Other toilet provisions (> min.service level)    |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <i>Minimum Service Level and Above sub-total</i> |         | 60              | 60              | 60              | 60                   | 60              | .                  | 94  | 96                     | 99                     |
| Bucket toilet                                    |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Other toilet provisions (< min.service level)    |         | 1               | 1               | 1               | 1                    | 1               | .                  | 1   | 1                      | 1                      |
| No toilet provisions                             |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <i>Below Minimum Service Level sub-total</i>     |         | 1               | 1               | 1               | 1                    | 1               | .                  | 1   | 1                      | 1                      |
| <b>Total number of households</b>                | 5       | <b>61</b>       | <b>61</b>       | <b>61</b>       | <b>61</b>            | <b>61</b>       | <b>–</b>           | <b>95</b>   | <b>97</b>              | <b>100</b>             |
| <b><i>Energy:</i></b>                            |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Electricity (at least min.service level)         |         | 11              | 8               | 8               | 8                    | .               | .                  | 8   | 8                      | 8                      |
| Electricity - prepaid (min.service level)        |         | 44              | 47              | 48              | 50                   | .               | .                  | 84  | 87                     | 90                     |
| <i>Minimum Service Level and Above sub-total</i> |         | 55              | 55              | 57              | 58                   | .               | .                  | 92  | 95                     | 97                     |
| Electricity (< min.service level)                |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Electricity - prepaid (< min. service level)     |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Other energy sources                             |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <i>Below Minimum Service Level sub-total</i>     |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <b>Total number of households</b>                | 5       | <b>55</b>       | <b>55</b>       | <b>57</b>       | <b>58</b>            | .               | .                  | 92  | 95                     | 97                     |
| <b><i>Refuse:</i></b>                            |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Removed at least once a week                     |         | 62              | 63              | 63              | .                    | .               | .                  | 20  | 21                     | 22                     |
| <i>Minimum Service Level and Above sub-total</i> |         | 62              | 63              | 63              | .                    | .               | .                  | 20  | 21                     | 22                     |

MP307 - Table A10 Basic service delivery measurement

| Description  | R ef | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |      | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| Removed less frequently than once a week                                 |      | 6               | 5               | 5               | 3 771                | .               | .                  | 3   | 3                      | 3                      |
| Using communal refuse dump   |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Using own refuse dump  |      | 62              | 63              | 63              | 64 938               | .               | .                  | 65  | 65                     | 65                     |
| Other rubbish disposal   |      | .               | 1               | 1               | 918                  | .               | .                  | 1   | 1                      | 1                      |
| No rubbish disposal  |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <i>Below Minimum Service Level sub-total</i>                             |      | 68              | 69              | 69              | 69 627               | .               | .                  | 69  | 69                     | 69                     |
| <b>Total number of households</b>  | 5    | <b>130</b>      | <b>132</b>      | <b>132</b>      | <b>69 627</b>        | <b>-</b>        | <b>-</b>           | <b>89</b>   | <b>90</b>              | <b>91</b>              |
| <b>Households receiving Free Basic Service</b>                           | 7    |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Water (6 kilolitres per household per month)                             |      | 17              | 20              | 20              | 21                   | 9               | .                  | .   | .                      | .                      |
| Sanitation (free minimum level service)                                  |      | 17              | 20              | 20              | 21                   | 9               | .                  | .   | .                      | .                      |
| Electricity/other energy (50kwh per household per month)                 |      | 17              | 20              | 20              | 21                   | 9               | .                  | .   | .                      | .                      |
| Refuse (removed at least once a week)                                    |      | 17              | 20              | 20              | 21                   | 85              | .                  | .   | .                      | .                      |
| <b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b> | 8    |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Water (6 kilolitres per indigent household per month)                    |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Sanitation (free sanitation service to indigent households)              |      | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |



MP307 - Table A10 Basic service delivery measurement

| Description   | R<br>ef | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|---------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |         | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| Electricity/other energy (50kwh per indigent household per month)                 |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| Refuse (removed once a week for indigent households)                              |         | .               | .               | .               | .                    | .               | .                  | .   | .                      | .                      |
| <b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b> |         | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| <b>Total cost of FBS provided</b>   |         | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Highest level of free service provided per household                              |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Property rates (R value threshold)  |         | 60 000          | 60 000          | 60 000          | 60 000               | 60 000          | 60 000             | 60 000  | 60 000                 | 60 000                 |
| Water (kilolitres per household per month)  |         | 10              | 10              | 10              | 10                   | 10              | 10                 | 10  | 10                     | 10                     |
| Sanitation (kilolitres per household per month)                                   |         | 10              | 10              | 10              | 10                   | 10              | 10                 | 10  | 10                     | 10                     |
| Sanitation (Rand per household per month)   |         | 30              | 50              | 50              | 50                   | 50              | 50                 | 74  | 74                     | 74                     |
| Electricity (kwh per household per month)   |         | 50              | 50              | 50              | 50                   | 50              | 50                 | 50  | 50                     | 50                     |
| <b>Refuse (average litres per week)</b>   |         | 0               | 0               | 0               | 0                    | 0               | 0                  | 0   | 0                      | 0                      |
| Revenue cost of subsidised services provided (R'000)                              | 9       |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)  |         | 15              | 15              | 15              | 15                   | 15              | 15                 | 15  | 15                     | 15                     |
| Property rates exemptions, reductions and rebates and impermissible               |         | 41 959          | 30 875          | 23 680          | 25 100               | 25 100          | 24 632             | 20 526  | 27 238                 | 63 422                 |

MP307 - Table A10 Basic service delivery measurement

| Description   | R<br>ef | 2012/13         | 2013/14         | 2014/15         | Current Year 2015/16 |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
|---|---------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|   |         | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| values in excess of section 17 of MPRA)   |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Water (in excess of 6 kilolitres per indigent household per month)              |         | 6 468           | 15 801          | 17 855          | 10 756               | 10 756          | 538                | 599   | 21 938                 | 12 086                 |
| Sanitation (in excess of free sanitation service to indigent households)        |         | 7 386           | 10 409          | 10 413          | 8 559                | 8 559           | 4 745              | 3 557   | 8 153                  | 9 617                  |
| Electricity/other energy (in excess of 50 kwh per indigent household per month) |         | 3 221           | 3 974           | 4 101           | 13 413               | 13 413          | 241                | 13 655  | 13 655                 | 14 218                 |
| Refuse (in excess of one removal a week for indigent households)                |         | 12 380          | 18 632          | 20 009          | 13 233               | 13 233          | 8 815              | 6 618   | 15 195                 | 14 869                 |
| Municipal Housing - rental rebates  |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Housing - top structure subsidies   | 6       |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Other</b>  |         |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <u>Total revenue cost of subsidised services provided</u>                       |         | 71 429 665.00   | 79 706 725.00   | 76 072 615.00   | 71 076 601.13        | 71 076 600.41   | 38 986 737.97      | 44 970 317.99                                       | 86 194 957.44          | 114 225 694.93         |

| Municipal Infrastructure Grant (MIG)* Expenditure 2015 / 2016 on Service backlogs |               |                       |               |          |                            |   |
|---|---------------|-----------------------|---------------|----------|----------------------------|---|
|   |               |                       |               |          |                            | R' 000  |
| Details   | Budget        | Adjustments<br>Budget | Actual        | Variance |                            | Major<br>conditions<br>applied by<br>donor<br>(continue<br>below if<br>necessary) |
|   |               |                       |               | Budget   | Adjust-<br>ments<br>Budget |   |
| <b>Infrastructure - Road transport</b>  |               |                       |               | %        | %                          |   |
| <i>Roads, Pavements &amp; Bridges</i>   | -             | -                     | -             | 0.00     | 0.00                       |   |
| <i>Storm water</i>  |               |                       |               |          |                            |   |
| <b>Infrastructure - Electricity</b>   |               |                       |               |          |                            |   |
| <i>Generation</i>   |               |                       |               |          |                            |   |
| <i>Transmission &amp; Reticulation</i>  |               |                       |               | 0.00     |                            |   |
| <i>Street Lighting</i>  |               |                       |               |          |                            |   |
| <b>Infrastructure - Water</b>   |               |                       |               |          |                            |   |
| <i>Dams &amp; Reservoirs</i>  |               |                       |               |          |                            |   |
| <i>Water purification</i>   | -             | -                     | -             | 0.00     | 0.00                       |   |
| <i>Reticulation</i>   |               |                       |               |          |                            |   |
| <b>Infrastructure - Sanitation</b>  |               |                       |               |          |                            |   |
| <i>Reticulation</i>   |               |                       |               |          |                            |   |
| <i>Sewerage purification</i>  | 55 888 000.00 | 61 352 066.00         | 58 722 820.00 | 105.07   | 95.71                      |   |
| <b>Infrastructure - Other</b>   |               |                       |               |          |                            |   |
| <i>Waste Management</i>   |               |                       |               |          |                            |   |
| <i>Transportation</i>   |               |                       |               |          |                            |   |
| <i>Gas</i>  |               |                       |               |          |                            |   |
| <b>Other Specify:</b>   | -             | -                     | -             | 0.00     | 0.00                       |   |
| Community   | -             | 5 500 000.00          | 5 177 416.00  | 0.00     | 94.13                      |   |
|   |               |                       |               |          |                            |   |
|   |               |                       |               |          |                            |   |
| <b>Total</b>  | 55 888 000.00 | 66 852 066.00         | 63 900 236.00 | 114.34   | 95.58                      |   |
|   |               |                       |               |          |                            |   |

## COMPONENT C: CASHFLOW MANAGEMENT AND INVESTMENT

### 5.9 CASH FLOW

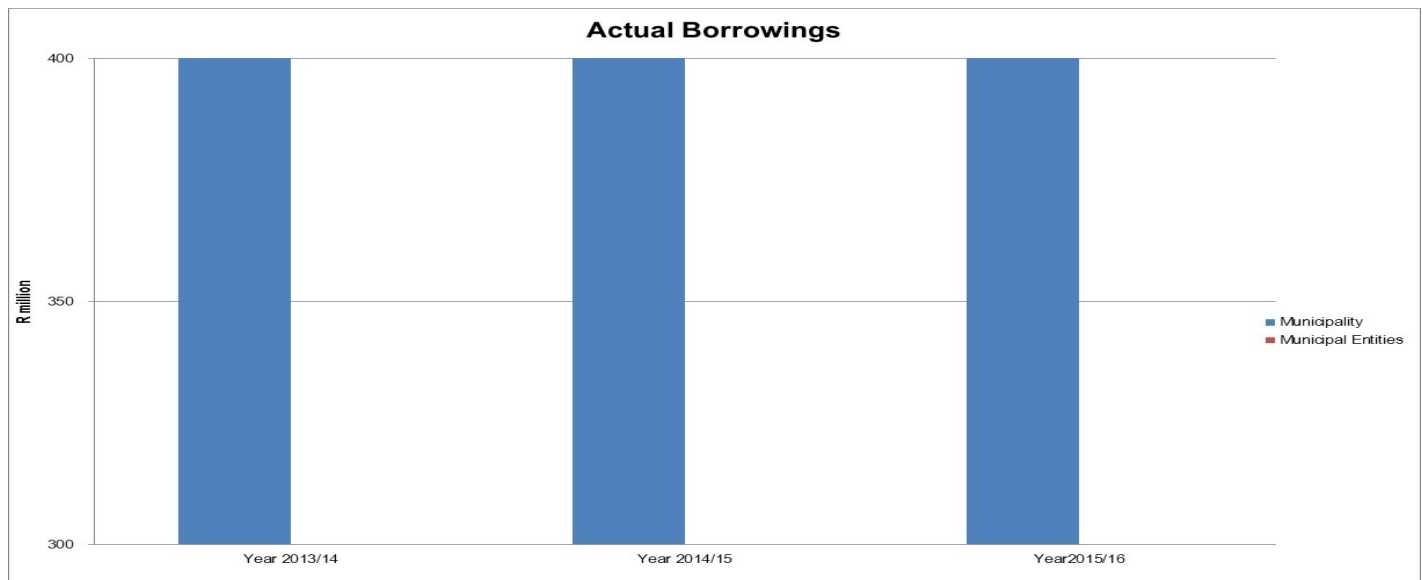
| R'000   |                 |                       |                 |                 |
|---|-----------------|-----------------------|-----------------|-----------------|
| Description                                       | Year 2014/15    | Current: Year 2015/16 |                 |                 |
|   | Audited Outcome | Original Budget       | Adjusted Budget | Actual          |
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>        |                 |                       |                 |                 |
| <b>Receipts</b>                                   |                 |                       |                 |                 |
| Ratepayers and other                              | 1 213 473       | 1 061 512             | 1 322 001       | 1 022 601       |
| Government - operating                            | 225 713         | 227 061               | 225 661         | 234 738         |
| Government - capital                              | 74 317          | 84 588                | 84 588          | 65 539          |
| Interest  | 27 125          | 41 242                | 41 242          | 1 518           |
| Dividends   | 42              | 48                    | 48              | 52              |
| <b>Payments</b>                                   |                 |                       |                 |                 |
| Suppliers and employees                           | (1 316 536)     | (1 233 092)           | (1 233 092)     | (1 232 186)     |
| Finance charges                                   | (115)           | (2 885)               | (2 885)         | (30 284)        |
| Transfers and Grants                              | (53 930)        | (49 543)              | (14 543)        | –               |
| <b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>  | <b>170 090</b>  | <b>128 931</b>        | <b>423 021</b>  | <b>61 979</b>   |
|   |                 |                       |                 |                 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>       |                 |                       |                 |                 |
| <b>Receipts</b>                                   |                 |                       |                 |                 |
| Proceeds on disposal of PPE                       | 23 057          | 27 500                | 60 000          | 27 488          |
| Decrease (Increase) in non-current debtors        | –               | (9 188)               | (9 188)         | –               |
| Decrease (increase) other non-current receivables | –               | –                     | –               | –               |
| Decrease (increase) in non-current investments    | 10 158          | (877)                 | (439)           | (582)           |
| <b>Payments</b>                                   |                 |                       |                 |                 |
| Capital assets                                    | (130 054)       | (99 588)              | (142 825)       | (85 482)        |
| <b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>  | <b>(96 839)</b> | <b>(82 153)</b>       | <b>(92 452)</b> | <b>(58 576)</b> |
|   |                 |                       |                 |                 |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>       |                 |                       |                 |                 |
| <b>Receipts</b>                                   |                 |                       |                 |                 |
| Short term loans                                  | –               | –                     | –               | –               |
| Borrowing long term/refinancing                   | –               | –                     | –               | –               |
| Increase (decrease) in consumer deposits          | 3 606           | 1 061                 | 1 061           | 1 021           |
| <b>Payments</b>                                   |                 |                       |                 |                 |
| Repayment of borrowing                            | (114)           | (4 122)               | (4 122)         | (7 824)         |
| <b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>  | <b>3 492</b>    | <b>(3 062)</b>        | <b>(3 062)</b>  | <b>(6 803)</b>  |
|   |                 |                       |                 |                 |
| <b>NET INCREASE/ (DECREASE) IN CASH HELD</b>      | <b>2 158</b>    | <b>43 717</b>         | <b>327 507</b>  | <b>(3 400)</b>  |
| Cash/cash equivalents at the year begin:          | 16 232          | 14 834                | 14 834          | 18 390          |
| Cash/cash equivalents at the year end:            | 18 390          | 58 551                | 342 341         | 14 990          |
| Source: MBRR A7                                   |                 |                       |                 |                 |

| Unaudited schedule:                               |                 |                                    |                             |              |                |          |  |   |                 |
|---|-----------------|------------------------------------|-----------------------------|--------------|----------------|----------|--|---|-----------------|
| Reconciliation of Table A7 Budgeted Cash Flows    |                 |                                    |                             |              |                |          |  |   |                 |
| Description                                       | 2015/2016       |                                    |                             |              |                |          |  |   | 2014/15         |
| R thousand  | Original Budget | Budget Adjustments<br>(i.t.o. s28) | Final adjustments<br>budget | Final Budget | Actual Outcome | Variance | Actual Outcome as %<br>of Final Budget | Actual Outcome as %<br>of Original Budget | Audited Outcome |
|   | 1               | 2                                  | 3                           | 6            | 7              | 9        | 10                                     | 11  | 12              |
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>        |                 |                                    |                             |              |                |          |  |   |                 |
| <b>Receipts</b>                                   |                 |                                    |                             |              |                |          |  |   |                 |
| Property rates, penalties & collection charges    | 193 933         | 242 673                            |                             | 242 673      | 1 212 644      |          |  |   | 226 301         |
| Service charges                                   | 888 945         | 892 722                            |                             | 892 722      |                |          |  |   | 821 932         |
| Other revenue                                     | 82 318          | 82 282                             |                             | 82 282       |                |          |  |   | 51 109          |
| Government - operating                            | 222 761         | 222 661                            |                             | 222 661      | 226 886        |          |  |   | 225 519         |
| Government - capital                              | 84 588          | 119 888                            |                             | 119 888      | 73 675         |          |  |   | 147 969         |
| Interest  | 2 991           | 2 991                              |                             | 2 991        | 1 038          |          |  |   | 2 645           |
| Dividends   | 48              | 48                                 |                             | 48           | 52             |          |  |   | 42              |
| <b>Payments</b>                                   |                 |                                    |                             |              |                |          |  |   |                 |
| Suppliers and employees                           | (1 233 092)     | (1 233 092)                        |                             | (1 233 092)  | (1 443 991)    |          |  |   | (1 316 535)     |
| Finance charges                                   | (2 885)         | (2 885)                            |                             | (2 885)      | (12 872)       |          |  |   | (115)           |
| Transfers and Grants                              | (49 543)        | (14 543)                           |                             | (14 543)     | (13 335)       |          |  |   | (53 930)        |
| <b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>  | 190 064         | 312 745                            | .                           | 312 745      | 44 097         | .        | .                                      | .   | 104 937         |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>       |                 |                                    |                             |              |                |          |  |   |                 |
| <b>Receipts</b>                                   |                 |                                    |                             |              |                |          |  |   |                 |
| Proceeds on disposal of PPE                       | 27 500          | 60 000                             |                             | 60 000       | 26 412         |          |  |   | 23 057          |
| Decrease (Increase) in non-current debtors        | (9 188)         | (9 188)                            |                             | (9 188)      | 829            |          |  |   | .               |
| Decrease (increase) other non-current receivables | -               | -                                  |                             | -            |                |          |  |   | -               |
| Decrease (increase) in non-current investments    | (877)           | (439)                              |                             | (439)        | 382            |          |  |   | 10 158          |

| Unaudited schedule:                              |                 |                                    |                             |              |                |          |  |   |                 |
|--|-----------------|------------------------------------|-----------------------------|--------------|----------------|----------|--|---|-----------------|
| Reconciliation of Table A7 Budgeted Cash Flows   |                 |                                    |                             |              |                |          |  |   |                 |
| Description                                      | 2015/2016       |                                    |                             |              |                |          |  |   | 2014/15         |
| R thousand                                       | Original Budget | Budget Adjustments<br>(i.t.o. s28) | Final adjustments<br>budget | Final Budget | Actual Outcome | Variance | Actual Outcome as %<br>of Final Budget | Actual Outcome as %<br>of Original Budget | Audited Outcome |
|  | 1               | 2                                  | 3                           | 6            | 7              | 9        | 10                                     | 11  | 12              |
| <b>Payments</b>                                  |                 |                                    |                             |              |                |          |  |   |                 |
| Capital assets                                   | (99 588)        | (142 825)                          |                             | (142 825)    | (74 427)       |          |  |   | (129 960)       |
| <b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b> | (82 153)        | (92 452)                           | .                           | (92 452)     | (46 804)       | .        | .                                      | .   | (96 744)        |
|  |                 |                                    |                             |              |                |          |  |   |                 |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>      |                 |                                    |                             |              |                |          |  |   |                 |
| <b>Receipts</b>                                  |                 |                                    |                             |              |                |          |  |   |                 |
| Short term loans                                 | .               | .                                  |                             | .            | .              |          |  |   | .               |
| Borrowing long term/refinancing                  |                 |                                    |                             |              | .              |          |  |   | (3 716)         |
| Increase (decrease) in consumer deposits         | 1 061           | 1 061                              |                             | 1 061        | 2 079          |          |  |   | 3 606           |
| <b>Payments</b>                                  |                 |                                    |                             |              |                |          |  |   |                 |
| Repayment of borrowing                           | (4 122)         | (4 122)                            |                             | (4 122)      | (5 500)        |          |  |   | (5 919)         |
| <b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b> | (3 061)         | (3 061)                            | .                           | (3 061)      | (3 421)        | .        | .                                      | .   | (6 029)         |
|  |                 |                                    |                             |              |                |          |  |   |                 |
| <b>NET INCREASE/(DECREASE) IN CASH HELD</b>      | 104 850         | 217 232                            | .                           | 217 232      | (6 128)        | .        | .                                      | .   | 2 164           |
| Cash/cash equivalents at the year begin:         | 14 834          | 14 834                             |                             | 14 834       | 18 396         |          |  |   | 16 232          |
| Cash/cash equivalents at the year end:           | 119 684         | 232 066                            |                             | 232 066      | 12 268         |          |  |   | 18 396          |

## 5.10 BORROWING AND INVESTMENTS

| Actual Borrowings                          |              |              |              |
|--|--------------|--------------|--------------|
|  |              |              | R' 000       |
| Instrument                                 | Year 2013/14 | Year 2014/15 | Year 2015/16 |
| <b><u>Municipality</u></b>                 |              |              |              |
| Long-Term Loans (annuity/reducing balance) | 20 520 835   | 16 704 232   | 7 649 904    |
| Long-Term Loans (non-annuity)              |              |              |              |
| Local registered stock                     |              |              |              |
| Instalment Credit                          |              |              |              |
| Financial Leases                           |              |              | 5528847      |
| PPP liabilities                            |              |              |              |
| Finance Granted By Cap Equipment Supplier  |              |              |              |
| Marketable Bonds                           |              |              |              |
| Non-Marketable Bonds                       |              |              |              |
| Bankers Acceptances                        |              |              |              |
| Financial derivatives                      |              |              |              |
| Other Securities                           |              |              |              |
| <b>Municipality Total</b>                  | 20 520 835   | 16 704 232   | 13 178 751   |
| <b><u>Municipal Entities</u></b>           |              |              |              |
| Long-Term Loans (annuity/reducing balance) |              |              |              |
| Long-Term Loans (non-annuity)              |              |              |              |
| Local registered stock                     |              |              |              |
| Instalment Credit                          |              |              |              |
| Financial Leases                           |              |              |              |
| PPP liabilities                            |              |              |              |
| Finance Granted By Cap Equipment Supplier  |              |              |              |
| Marketable Bonds                           |              |              |              |
| Non-Marketable Bonds                       |              |              |              |
| Bankers Acceptances                        |              |              |              |
| Financial derivatives                      |              |              |              |
| Other Securities                           |              |              |              |
| <b>Entities Total</b>                      | 0            | 0            | 0            |



| Municipal and Entity Investments           |                   |                  |                   | R' 000 |
|--|-------------------|------------------|-------------------|--------|
| Investment* type                           | Year 2013/14      | Year 2014/15     | Year 2015/16      |        |
|  | Actual            | Actual           | Actual            |        |
| <b><u>Municipality</u></b>                 |                   |                  |                   |        |
| Securities - National Government           |                   |                  |                   |        |
| Listed Corporate Bonds                     |                   |                  |                   |        |
| Deposits - Bank                            | 15 347 690        | 8 403 127        | 9 030 226         |        |
| Deposits - Public Investment Commissioners |                   |                  |                   |        |
| Deposits - Corporation for Public Deposits |                   |                  |                   |        |
| Bankers Acceptance Certificates            |                   |                  |                   |        |
| Negotiable Certificates of Deposit - Banks |                   |                  |                   |        |
| Guaranteed Endowment Policies (sinking)    |                   |                  |                   |        |
| Repurchase Agreements - Banks              |                   |                  |                   |        |
| Municipal Bonds                            |                   |                  |                   |        |
| Other                                      | 1 313 097         | 1 412 172        | 1 389 437         |        |
| <b>Municipality sub-total</b>              | <b>16 660 787</b> | <b>9 815 299</b> | <b>10 419 663</b> |        |
| <b><u>Municipal Entities</u></b>           |                   |                  |                   |        |
| Securities - National Government           |                   |                  |                   |        |
| Listed Corporate Bonds                     |                   |                  |                   |        |
| Deposits - Bank                            |                   |                  |                   |        |
| Deposits - Public Investment Commissioners |                   |                  |                   |        |
| Deposits - Corporation for Public Deposits |                   |                  |                   |        |
| Bankers Acceptance Certificates            |                   |                  |                   |        |
| Negotiable Certificates of Deposit - Banks |                   |                  |                   |        |
| Guaranteed Endowment Policies (sinking)    |                   |                  |                   |        |
| Repurchase Agreements - Banks              |                   |                  |                   |        |
| Other                                      |                   |                  |                   |        |
| <b>Entities sub-total</b>                  | <b>0</b>          | <b>0</b>         | <b>0</b>          |        |
| <b>Consolidated total:</b>                 | <b>16 660 787</b> | <b>9 815 299</b> | <b>10 419 663</b> |        |



## COMPONENT D: OTHER FINANCIAL MATTERS

### 5.11 PUBLIC PRIVATE PARTNERSHIPS

The Municipality does not have Public Private Partnerships at present and has not had any date.

### 5.12 SUPPLY CHAIN MANAGEMENT

All high capacity municipalities were required to implement the Supply Chain Management Regulations to the Municipal Finance Management Act, No 56 of 2003, on 1 October 2005 and to have a new Supply Chain Management (SCM) Policy in terms of the Regulations in place by the same date.

The 2015/2016 financial year was once again a very good year for the SCM unit. The Municipality received an unqualified audit opinion with matters of emphasis and SCM proudly contributed to that although there were findings on SCM which are being addressed.

The Municipality is complying with all relevant legislation as well as regulations and an adopted SCM policy are implemented as well.

#### SUPPLY CHAIN MANAGEMENT (SCM) POLICY

The Policy, which is based on the model policy prescribed by the National Treasury, was

reviewed in the 2014/2015 financial year for the 2015/2016 period. The revised Policy, which was tabled with the 2015/2016 budget. Council approved the revision of the Supply Chain Management Policy on 30 May 2015 (resolution number A/25/05/2016).

#### BID COMMITTEES

The members of the bid committees are all delegated and appointed in terms of legislation and the bid committees functions well. Senior managers have been appointed as the Chairpersons of the Bid Committees. All members of the Bid Specification, Bid Evaluation and Bid Adjudication Committees are delegated in writing by the Municipal Manager to serve on these respective committees.

#### SUPPLY CHAIN MANAGEMENT (SCM) UNIT

The supply chain management unit has been established and it is centralized. The unit is within the office of the Chief Financial Officer (Department of Finance). The current structure is as follows:

|   |   |
|---|---|
| <ul style="list-style-type: none"><li>➤ Deputy Director Supply Chain and Contract Management</li><li>➤ Chief Accountant Supply Chain Management</li><li>➤ Assistant Manager Contract Management</li></ul> | <ul style="list-style-type: none"><li>➤ 3 Senior Clerks Tender Screening and Evaluation</li><li>➤ 1 Procurement Officer</li></ul> |
|---|---|

#### ACCREDITED SUPPLIER DATABASE

All prospective suppliers are enlisted on the central supplier data base according to the commodities administered by the National Treasury. Every year the database is reviewed to expand the pool of suppliers within the jurisdiction of the municipality.

### **TENDER AWARDS**

A total of 15 tenders were awarded during the 2015/2016 financial year which amounted to **R 144 699 957.53**

### **5.13 GRAP COMPLIANCE**

GRAP is the acronym for **G**enerally **R**ecognised **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts.

Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality.

It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable the National Treasury to assess the pace of progress and consider the implications.

The Govan Mbeki Municipality has adhered to Directive 5 from the Accounting Standards

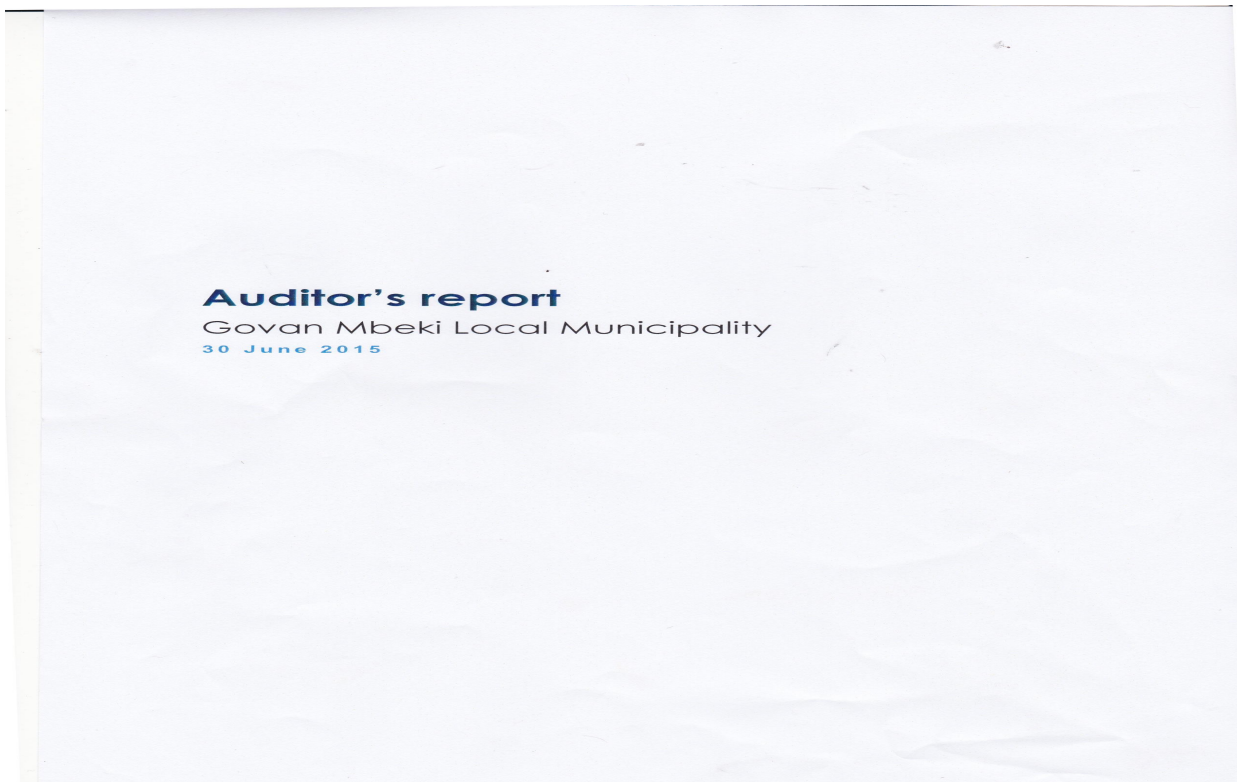
## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

### COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS PREVIOUS FINANCIAL YEAR 2014/2015

#### 6.1 AUDITOR GENERAL REPORTS: 2014/2015

The audit outcome 2014/2015 for the municipality as revealed by the Auditor General of South Africa reflected and raised an unqualified opinion.

The audit outcome 2014/2015 for the municipality as revealed by the Auditor General of South Africa reflected and raised an unqualified opinion.



# **Report of the auditor-general to the Mpumalanga Provincial Legislature and the council on the Govan Mbeki Local Municipality**

## **Report on the financial statements**

### **Introduction**

1. I have audited the financial statements of the Govan Mbeki Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2015, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

### **Accounting officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor-general's responsibility**

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



## **Opinion**

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Govan Mbeki Local Municipality as at 30 June 2015 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

## **Emphasis of matters**

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

### **Restatement of corresponding figures**

8. As disclosed in note 51 to the financial statements, the corresponding figures for 30 June 2014 have been restated as a result of an error discovered during 2014-15 in the financial statements of the municipality at, and for the year ended, 30 June 2014.

### **Material impairments**

9. As disclosed in note 13 to the financial statements, the receivables balance was significantly impaired. The impairment of consumer debtors amounted to R706 606 715 (2013-14: R593 861 751). The contribution to the provision for debt impairment was R112 746 698 (2013-14: R99 720 131).

### **Material losses**

10. As disclosed in note 59 to the financial statements, material losses of 192 431 461 units (2013-14: 230 588 721 units) were incurred as a result of electricity distribution losses, which represented 44% (2013-14: 59%) of the total electricity purchased.

## **Additional matter**

11. I draw attention to the matter below. My opinion is not modified in respect of this matter.

### **Unaudited disclosure notes**

12. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.



## Report on other legal and regulatory requirements

13. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading, but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

### **Predetermined objectives**

14. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2015:
- KPA 2: physical infrastructure and energy efficiency, on pages ... to ...
  - KPA 3: service and customer care, on pages ... to ...
15. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
16. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned development priorities. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
17. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
18. The material findings in respect of the selected development priorities are as follows:

### **Physical infrastructure and energy efficiency**

#### Usefulness of reported performance information

19. Performance targets should be specific in clearly identifying the nature and required level of performance, as required by the FMPPI. A total of 67% of the targets were not specific.
20. Performance targets should be measurable, as required by the FMPPI. I could not measure the required performance for 67% of the targets.
21. Performance indicators should be well defined by having clear definitions so that data can be collected consistently and is easy to understand and use, as required by the FMPPI. A total of 67% of the indicators were not well defined.



22. The processes and systems that produced the indicator should be verifiable, as required by the FMPPI. A total of 67% of the indicators were not verifiable.

The above was because management did not adhere to the requirements of the FMPPI due to a lack of proper systems and processes as well as technical indicator descriptions.

#### Reliability of reported performance information

23. The FMPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Significantly important targets were not reliable when compared to the source information or evidence provided. This was due to a lack of technical indicator descriptions for the accurate measurement, recording and monitoring of performance as well as the frequent review of the validity of reported achievements against source documentation.

#### Service and customer care

##### Usefulness of reported performance information

24. Performance targets should be specific in clearly identifying the nature and required level of performance, as required by the FMPPI. A total of 33% of the targets were not specific.
25. Performance targets should be measurable, as required by the FMPPI. I could not measure the required performance for 33% of the targets.
26. Performance indicators should be well defined by having clear definitions so that data can be collected consistently and is easy to understand and use, as required by the FMPPI. A total of 22% of the indicators were not well defined.
27. The processes and systems that produced the indicator should be verifiable, as required by the FMPPI. A total of 22% of the indicators were not verifiable.

The above was because management did not adhere to the requirements of the FMPPI due to a lack of proper systems and processes as well as technical indicator descriptions.

#### Additional matters

28. I draw attention to the following matters:

##### Achievement of planned targets

29. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information for the selected development priorities reported in paragraphs 19 to 27 of this report.

### **Internal control**

39. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.

### **Leadership**

40. The municipality did not implement effective procedures, processes and monitoring mechanisms to prevent errors in the financial statements and performance report and to prevent non-compliance with laws and regulations. In the prior year, similar findings were raised and interactions were held with management, but management did not implement sufficient controls to improve the audit outcome.

### **Financial and performance management**

41. Adequate monitoring and review processes were not implemented to ensure that the annual performance report were free from material misstatements. Furthermore, there were no adequate monitoring processes to prevent non-compliance.

*Auditor-General*

Mbombela

15 December 2015



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



## 6.2 AUDITOR GENERAL REPORT 2015/2016

The Auditor General of South Africa issued an unqualified audit opinion for the municipality, for the financial year 2015/2016.



The accounting officer  
Govan Mbeki Local Municipality  
Private Bag X1017  
Secunda  
2302

30 November 2016

Reference: 03014REG15-16

Dear Sir

**Report of the Auditor-General on the financial statements and other legal and regulatory requirements of Govan Mbeki Local Municipality for the year ended 30 June 2016**

1. The above-mentioned report of the Auditor-General is submitted herewith in terms of section 21(1) of the Public Audit Act of South Africa read in conjunction with section 188 of the Constitution of the Republic of South Africa [section 121(3) of the Municipal Finance Management Act of South Africa (MFMA).
2. In terms of section 121(3) of the MFMA you are required to include the audit report in the municipality's annual report to be tabled.
3. Until the annual report is tabled as required by section 127(2) of the MFMA the audit report is not a public document and should therefore be treated as confidential.
4. Prior to printing or copying the annual report which will include the audit report you are required to do the following:
  - Submit the final printer's proof of the annual report to the relevant senior manager of the Auditor-General of South Africa for verification of the audit-related references in the audit report and for confirmation that the financial statements and other information are those documents that have been read and audited. Special care should be taken with the page references in your report, since an incorrect reference could have audit implications.
  - The signature Auditor-General in the handwriting of the auditor authorised to sign the audit report at the end of the hard copy of the audit report should be scanned in when preparing to print the report. This signature, as well as the place and date of signing and the Auditor-General of South Africa's logo, should appear at the end of the report, as in the hard copy that is provided to you. The official logo will be made available to you in electronic format.
5. Please notify the undersigned Senior Manager well in advance of the date on which the annual report containing this audit report will be tabled.
6. Your cooperation to ensure that all these requirements are met would be much appreciated.

Kindly acknowledge receipt of this letter.

*Auditing to build public confidence*

PO Box 2684, Nelspruit 1200, Mpumalanga • Doew 39 • Tel: +27 (0)13 756 0800 • Fax: +27 (0)13 756 0879 • [www.agsa.co.za](http://www.agsa.co.za)

Auditor-General of South Africa

Yours sincerely

Signed

Senior Manager: Mpumalanga

Enquiries: Nicolina Zondi  
Telephone: (012) 346 6789  
Fax: (012) 346 6789

## **Auditor's report**

Govan Mbeki Local Municipality

30 June 2016

# **Report of the auditor-general to the Mpumalanga Provincial Legislature and the council on the Govan Mbeki Local Municipality**

## **Report on the financial statements**

### **Introduction**

1. I have audited the financial statements of the Govan Mbeki Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual accounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

### **Accounting officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor-general's responsibility**

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Govan Mbeki Local Municipality as at 30 June 2016 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

## Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## Restatement of corresponding figures

8. As disclosed in note 50 to the financial statements, the corresponding figures for 30 June 2015 have been restated as a result of an error discovered during the year ended 30 June 2016 in the financial statements of the municipality at, and for the year ended, 30 June 2015.

## Material losses

9. As disclosed in note 58 to the financial statements, material losses of 253 051 127 units (2014-15: 192 431 461 units) were incurred as a result of electricity distribution losses, which represented 45% (2014-15: 44%) of the total electricity purchased.

## Material impairments

10. As disclosed in notes 13 and 14 to the financial statements, the receivables balance was significantly impaired. The impairment of consumer debtors amounted to R811 768 638 (2014-15: R706 606 715), which represented 80% (2014-15: 84%) of the total consumer debtors. The contribution to the provision for debt impairment was R105 161 923 (2014-15: R112 744 964).

## Additional matter

11. I draw attention to the matter below. My opinion is not modified in respect of this matter.

## Unaudited disclosure notes

12. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

## Report on other legal and regulatory requirements

13. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report, compliance with legislation and internal control. I performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

### Predetermined objectives

14. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2016:
- KPA 2: physical infrastructure and energy efficiency on pages ... to ...
  - KPA 3: services and customer care on pages ... to ...
15. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned development priorities. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information (FMPPPI).
16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. The material findings in respect of the selected development priorities are as follows:

### **Physical Infrastructure and energy efficiency**

#### Reliability of reported performance information

18. The FMPPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for the reported achievements against the planned targets of 33% of the indicators.

### **Services and customer care**

#### Reliability of reported performance information

19. The FMPPPI requires auditees to have appropriate systems to collect, collate, verify and store performance information to ensure reliable reporting of actual achievements against planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for the reported achievements against the planned targets of important indicators.



## **Additional matters**

20. I draw attention to the following matters:

### **Achievement of planned targets**

21. Refer to the annual performance report on pages ... to ... and ... to ... for information on the achievement of the planned targets for the year. This information should be considered in the context of the material findings on reliability of the reported performance information in paragraphs 18 and 19 of this report.

### **Adjustment of material misstatements**

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information for services and customer care. As management subsequently corrected only some of the misstatements, I raised material findings on the reliability of the reported performance information.

## **Compliance with legislation**

23. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

### **Strategic planning and performance management**

24. The local community was not afforded the opportunity to comment on the final draft of the integrated development plan before adoption, as required by section 42 of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) and municipal planning and performance management regulations 9, 13(1), 13(4)(c) and 15(3).

### **Annual financial statements, performance report and annual report**

25. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.
26. The council failed to adopt an oversight report containing the council's comments on the annual report within the prescribed timelines, as required by section 129(1) of the MFMA.
27. The oversight report adopted by the council on the 2014-15 annual report was not made public, as required by section 129(3) of the MFMA.

## Procurement and contract management

28. Contracts were awarded to bidders based on preference points that had not been calculated in accordance with the requirements of the Preferential Procurement Policy Framework Act of South Africa, 2000 (Act No. 5 of 2000) and its regulations.
29. Thresholds for local content on designated sectors' procurement were not properly applied in accordance with the requirements of preferential procurement regulation 9.

## Expenditure management

30. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
31. Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA.
32. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA.
33. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

## Consequence management

34. Irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA and municipal budget and reporting regulation 75(1).
35. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA and municipal budget and reporting regulation 75(1).

## Internal control

36. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.

## Leadership

37. The municipality did not implement effective procedures, processes and monitoring mechanisms to prevent errors in the financial statements and performance report as well as non-compliance with laws and regulations. Although similar findings were raised in prior years and there were interactions with management in this regard, management did not implement sufficient controls to improve the audit outcome.

## Financial and performance management

38. Adequate monitoring processes were not in place to prevent non-compliance and findings on performance management reports.
39. Management did not prepare regular, accurate and complete financial and performance reports that were supported and evidenced by reliable information.
40. Transactions were not always regularly reconciled to prevent errors in the annual financial statements.

*Auditor-General*

Mbombela

30 November 2016



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*



APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

| 2015/2016 Council Meeting Return of Attendance |                             |  |                                |                    |           |            |             |                            |            |                             |             |                      |          |        |                         |                        |   |   |
|--|-----------------------------|--|--------------------------------|--------------------|-----------|------------|-------------|----------------------------|------------|-----------------------------|-------------|----------------------|----------|--------|-------------------------|------------------------|---|---|
| Council Member                                 | Full Time /Part Time: FT/PT | Committee Allocated  | *Ward and/or Party Represented | Meetings held (13) |           |            |             |                            |            |                             |             |                      |          |        |                         |                        | Percentage Council Meeting Attendance (number held) | Percentage Apologies For Non-Attendance |
|  |                             |  |                                | 4 August           | 27 August | 27 October | 26 November | 12 January (extraordinary) | 28 January | 11 February (extraordinary) | 25 February | 23 March (adjourned) | 31 March | 26 May | 13 June (extraordinary) | 3 June (extraordinary) | %   | %                                       |
| Masina LL, Executive Mayor                     | FT                          | - Mayoral Committee Chairperson  | PR / ANC                       | A                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | A                      | 85  | 100                                     |
| Gwiji CV, Speaker                              | FT                          | - Rules Committee Chairperson<br>- Training & Development Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 100   | n/a                                     |
| Khayiyana MZC, MMC Finance                     | FT                          | - Mayoral Committee<br>- Chair Finance Portfolio Committee   | PR / ANC                       | ✓                  | ✓         | A          | ✓           | ✓                          | ✓          | A                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 92  | 100                                     |
| Mahlangu BS, Community Services                | FT                          | - Mayoral Committee<br>- Chair Community Services Portfolio Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | A                          | ✓          | ✓                           | ✓           | A                    | ✓        | A      | ✓                       | ✓                      | 77  | 100                                     |
| Nkambule FB, MMC Technical Services            | FT                          | - Mayoral Committee<br>- Chair Technical Services Portfolio Committee  | PR / ANC                       | ✓                  | A         | x          | ✓           | x                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 77  | 33                                      |
| Ngxonono YT, MMC Planning & Development        | FT                          | - Mayoral Committee<br>- Chair Planning & Development Portfolio Committee<br>- Chair Town Planning Committee   | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | x                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 92  | 0                                       |
| Nkosi NE, MMC Corporate Services               | FT                          | - Mayoral Committee<br>- Chair Corporate Services Portfolio Committee<br>- Chair Employment Equity Committee<br>- Local Labour Forum<br>- Chair Training & Development Committee | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | x                          | A          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 85  | 50                                      |
| Badenhorst HJ                                  | PT                          | - Finance Portfolio Committee  | PR /DA                         | ✓                  | ✓         | ✓          | ✓           | A                          | ✓          | ✓                           | A           | ✓                    | ✓        | ✓      | x                       | ✓                      | 77  | 66                                      |
| Bosch PR (elected to Ward 30 on 2/07/2014)     | PT                          | - MPAC<br>- Rules Committee  | 30 / DA                        | ✓                  | ✓         | ✓          | ✓           | x                          | ✓          | ✓                           | ✓           | x                    | x        | ✓      | x                       | ✓                      | 70  | 0                                       |
| Botha C (elected 17/08/2015)                   | PT                          | -  | PR / DA                        | n/a                | ✓         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | A        | ✓      | x                       | x                      | 62  | 50                                      |
| Buthelezi TM                                   | PT                          | - Rules Committee<br>- Community Services Portfolio Committee<br>- Chair Municipal Geographical Names Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | A           | x                          | ✓          | x                           | A           | ✓                    | ✓        | A      | ✓                       | A                      | 54  | 67                                      |
| Denny TM                                       | PT                          | - Employment Equity Committee<br>- Planning & Development Portfolio Committee<br>- Town Planning Committee   | 5 / DA                         | A                  | ✓         | ✓          | A           | ✓                          | A          | A                           | ✓           | A                    | ✓        | ✓      | x                       | x                      | 46  | 71                                      |
| De Vries GR (took office 1/01/2014)            | PT                          | -Corporate Services  | PR / FF Plus                   | ✓                  | A         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | A                    | ✓        | ✓      | x                       | ✓                      | 70  | 75                                      |
| Fourie ME (elected 07/04/2016)                 | PT                          | -  | PR / DA                        | n/a                | n/a       | n/a        | n/a         | n/a                        | n/a        | n/a                         | n/a         | n/a                  | n/a      | ✓      | x                       | x                      | 33  | 0                                       |
| Labuschagne PJ                                 | PT                          | - Technical Services Portfolio Committee   | PR / DA                        | ✓                  | ✓         | x          | ✓           | ✓                          | x          | ✓                           | ✓           | ✓                    | ✓        | ✓      | x                       | x                      | 70  | 0                                       |
| Lekoloane ML (resigned 31/07/2015)             | PT                          | - Corporate Services Portfolio Committee<br>- Local Labour Forum<br>- Training & Development Committee   | PR / DA                        | n/a                | n/a       | n/a        | n/a         | n/a                        | n/a        | n/a                         | n/a         | n/a                  | n/a      | n/a    | n/a                     | n/a                    | n/a   | n/a                                     |
| Mabena SS                                      | PT                          | - Technical Services Portfolio Committee   | 20 / ANC                       | x                  | x         | A          | A           | x                          | A          | x                           | A           | A                    | x        | x      | A                       | x                      | 0   | 46                                      |
| Mahlangu BD                                    | PT                          | - Corporate Services Portfolio Committee<br>- Local Labour Forum   | 9 / ANC                        | x                  | x         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | x                    | ✓        | ✓      | ✓                       | ✓                      | 70  | 25                                      |

| 2015/2016 Council Meeting Return of Attendance |                             |   |                                |                    |           |            |             |                            |            |                             |             |                      |          |        |                         |                        |   |   |
|--|-----------------------------|---|--------------------------------|--------------------|-----------|------------|-------------|----------------------------|------------|-----------------------------|-------------|----------------------|----------|--------|-------------------------|------------------------|---|---|
| Council Member                                 | Full Time /Part Time: FT/PT | Committee Allocated   | *Ward and/or Party Represented | Meetings held (13) |           |            |             |                            |            |                             |             |                      |          |        |                         |                        | Percentage Council Meeting Attendance (number held) | Percentage Apologies For Non-Attendance |
|  |                             |   |                                | 4 August           | 27 August | 27 October | 26 November | 12 January (extraordinary) | 28 January | 11 February (extraordinary) | 25 February | 23 March (adjourned) | 31 March | 26 May | 13 June (extraordinary) | 3 June (extraordinary) | %   | %                                       |
|  |                             | - Employment Equity Committee   |                                |                    |           |            |             |                            |            |                             |             |                      |          |        |                         |                        |   |   |
| Mahlangu SS                                    | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee   | PR / DA                        | ✓                  | ✓         | x          | x           | ✓                          | ✓          | x                           | ✓           | ✓                    | ✓        | ✓      | x                       | ✓                      | 36  | 57                                      |
| Majozi NE                                      | PT                          | - Technical Services Portfolio Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 85  | 50                                      |
| Makola MB                                      | PT                          | - MPAC<br>- Rules Committee   | 17 / ANC                       | ✓                  | ✓         | A          | ✓           | ✓                          | ✓          | ✓                           | A           | A                    | ✓        | ✓      | ✓                       | x                      | 70  | 75                                      |
| Makhaye SA, Chief Whip                         | FT                          | -   | 3 / ANC                        | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 100   | n/a                                     |
| Masango JM (Mnguni)                            | PT                          | - Technical Services Portfolio Committee  | 1 / ANC                        | A                  | x         | ✓          | ✓           | x                          | ✓          | x                           | ✓           | ✓                    | ✓        | x      | x                       | x                      | 46  | 14                                      |
| Masango SA                                     | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee   | PR / ANC                       | A                  | ✓         | x          | ✓           | ✓                          | ✓          | x                           | ✓           | x                    | x        | A      | ✓                       | ✓                      | 54  | 33                                      |
| Masina HS                                      | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee   | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | x                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | x                       | x                      | 77  | 0                                       |
| Masombuka SM (took office 01/05/2015)          | PT                          | - Technical Services Portfolio Committee  | PR / DA                        | ✓                  | A         | ✓          | ✓           | ✓                          | ✓          | x                           | ✓           | A                    | ✓        | x      | ✓                       | x                      | 62  | 40                                      |
| Mayisa JS                                      | PT                          | - Corporate Services Portfolio Committee  | PR / ANC                       | ✓                  | A         | ✓          | A           | x                          | A          | ✓                           | ✓           | x                    | ✓        | x      | x                       | x                      | 38  | 38                                      |
| Mathabe NM                                     | PT                          | - MPAC  | 12 / ANC                       | ✓                  | ✓         | A          | ✓           | x                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 85  | 50                                      |
| Mathebula SB                                   |                             | -   | PR / DA                        | ✓                  | ✓         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | A                    | ✓        | ✓      | x                       | A                      | 70  | 75                                      |
| Mkhwanazi ZG                                   | PT                          | - Technical Services Portfolio Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | x                           | A           | x                    | ✓        | A      | ✓                       | x                      | 62  | 40                                      |
| Mkwebane ZA (elected 26/06/2015)               | PT                          | - Municipal Geographical Names Committee  | PR / DA                        | ✓                  | ✓         | ✓          | ✓           | A                          | ✓          | ✓                           | ✓           | A                    | ✓        | ✓      | A                       | ✓                      | 77  | 100                                     |
| Mngomezulu MP                                  | PT                          | - Community Services Portfolio Committee<br>- Municipal Geographical Names Committee  | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 92  | 0                                       |
| Motaung AD                                     | PT                          | - MPAC  | 11 / ANC                       | A                  | A         | A          | ✓           | ✓                          | ✓          | x                           | ✓           | ✓                    | A        | x      | x                       | A                      | 38  | 62                                      |
| Mtshali PD, MPAC Chairperson                   | FT                          | - MPAC Chairperson  | 27 / ANC                       | A                  | ✓         | A          | A           | ✓                          | A          | ✓                           | ✓           | ✓                    | x        | ✓      | x                       | ✓                      | 54  | 67                                      |
| Mtsweni MJ                                     | PT                          |   | 15 / ANC                       | ✓                  | ✓         | ✓          | x           | x                          | ✓          | x                           | ✓           | ✓                    | x        | ✓      | x                       | A                      | 54  | 17                                      |
| Mtsweni LJ                                     | PT                          | - Corporate Services Portfolio Committee<br>- Local Labour Forum<br>- Training & Development Committee<br>- Employment Equity Committee | 29 / ANC                       | A                  | A         | A          | ✓           | ✓                          | A          | ✓                           | A           | A                    | ✓        | A      | A                       | A                      | 31  | 100                                     |
| Mtsweni TA                                     | PT                          | - Finance Portfolio Committee   | 19 / ANC                       | A                  | ✓         | ✓          | A           | ✓                          | ✓          | A                           | ✓           | ✓                    | x        | x      | ✓                       | ✓                      | 62  | 60                                      |
| Mtsweni TP (elected 8/01/2015)                 | PT                          |   | 24 / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | A          | ✓                           | ✓           | ✓                    | ✓        | ✓      | x                       | ✓                      | 85  | 50                                      |
| Mvundla WL                                     | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee   | 32 / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | x        | ✓      | ✓                       | ✓                      | 92  | 0                                       |
| Mzinyane TE                                    | PT                          | - Finance Portfolio Committee   | PR / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | A                       | A                      | 85  | 100                                     |
| Ndaba BB                                       | PT                          | - Corporate Services Portfolio Committee  | 22 / ANC                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | A          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 85  | 50                                      |
| Ndinisa BJ                                     | PT                          | - Finance Portfolio Committee   | 23 / ANC                       | x                  | x         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | x      | x                       | x                      | 54  | 0                                       |
| Ndlovu SJ                                      | PT                          | - MPAC  | 10 / ANC                       | ✓                  | ✓         | ✓          | A           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 85  | 50                                      |

| 2015/2016 Council Meeting Return of Attendance |                             |   |                               |                    |           |            |             |                            |            |                             |             |                      |          |        |                         |                        |   |   |
|--|-----------------------------|---|-------------------------------|--------------------|-----------|------------|-------------|----------------------------|------------|-----------------------------|-------------|----------------------|----------|--------|-------------------------|------------------------|---|---|
| Council Member                                 | Full Time /Part Time: FT/PT | Committee Allocated   | Ward and/or Party Represented | Meetings held (13) |           |            |             |                            |            |                             |             |                      |          |        |                         |                        | Percentage Council Meeting Attendance (number held) | Percentage Apologies For Non-Attendance |
|  |                             |   |                               | 4 August           | 27 August | 27 October | 26 November | 12 January (extraordinary) | 28 January | 11 February (extraordinary) | 25 February | 23 March (adjourned) | 31 March | 26 May | 13 June (extraordinary) | 3 June (extraordinary) | %   | %                                       |
| Nhlapo MD                                      | PT                          | - MPAC<br>- Rules Committee   | 16 / ANC                      | A                  | ✓         | A          | ✓           | x                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 77  | 67                                      |
| Nkabinde JB                                    | PT                          | -   | PR / ANC                      | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | x                       | x                      | 85  | 0                                       |
| Nkabinde MA                                    | PT                          | - Rules Committee<br>- Community Services Portfolio Committee<br>- Municipal Geographical Names Committee | 6 / ANC                       | ✓                  | A         | ✓          | A           | ✓                          | ✓          | x                           | ✓           | A                    | A        | ✓      | ✓                       | ✓                      | 62  | 80                                      |
| Nkokoane ME (elected 02/07/2015)               | PT                          | -   | PR / DA                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | x                    | x        | x      | x                       | x                      | 62  | 0                                       |
| Nkosi MJ                                       | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee                                 | 31 / ANC                      | ✓                  | ✓         | ✓          | A           | ✓                          | x          | ✓                           | ✓           | A                    | x        | ✓      | ✓                       | ✓                      | 70  | 25                                      |
| Nkosi NK                                       | PT                          | - MPAC  | 26 / ANC                      | ✓                  | x         | x          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | x                       | ✓                      | 77  | 0                                       |
| Ntuli GN                                       | PT                          | - MPAC  | PR / ANC                      | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | A                    | ✓        | ✓      | ✓                       | A                      | 85  | 100                                     |
| Nxumalo NJ                                     | PT                          | - Finance Portfolio Committee<br>- Municipal Geographical Names Committee                                 | PR / ANC                      | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 100   | n/a                                     |
| Nzama PG                                       | PT                          | - Corporate Services Portfolio Committee  | 4 / ANC                       | ✓                  | A         | ✓          | ✓           | ✓                          | ✓          | x                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 77  | 33                                      |
| Pretorius RJ                                   | PT                          | - Technical Services Portfolio Committee  | PR / COPE                     | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | A           | ✓                    | ✓        | ✓      | x                       | ✓                      | 85  | 50                                      |
| Sibande ES                                     | PT                          | - Community Services Portfolio Committee<br>- Municipal Geographical Names Committee                      | 13 / ANC                      | ✓                  | A         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 92  | 100                                     |
| Tlou DL  | PT                          | - Finance Portfolio Committee   | 2 / ANC                       | ✓                  | ✓         | ✓          | x           | A                          | ✓          | A                           | ✓           | ✓                    | A        | ✓      | x                       | A                      | 54  | 67                                      |
| Tsotetsi TJ                                    | PT                          | - Technical Services Portfolio Committee  | 8 / ANC                       | x                  | ✓         | A          | ✓           | x                          | A          | x                           | ✓           | ✓                    | x        | ✓      | ✓                       | ✓                      | 54  | 33                                      |
| Van Baalen JA (ceased office 20/06/2016)       | PT                          | - MPAC  | 28 / DA                       | ✓                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | x      | x                       | ✓                      | 85  | 0                                       |
| Van Huyssteen NC                               | PT                          | - MPAC  | 18 / DA                       | ✓                  | ✓         | ✓          | ✓           | A                          | ✓          | ✓                           | ✓           | ✓                    | A        | ✓      | x                       | ✓                      | 77  | 67                                      |
| Van Rooyen EJ                                  | PT                          | - Rules Committee<br>- Finance Portfolio Committee  | 21 / DA                       | x                  | ✓         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | A      | x                       | ✓                      | 77  | 33                                      |
| Victor NS                                      | PT                          | - Community Services Portfolio Committee<br>- Municipal Geographical Names Committee                      | 25 / DA                       | ✓                  | x         | ✓          | ✓           | ✓                          | ✓          | x                           | A           | x                    | ✓        | ✓      | x                       | ✓                      | 62  | 20                                      |
| Viljoen M (resigned 31/03/2016)                | PT                          | - MPAC  | PR / DA                       | x                  | x         | x          | x           | A                          | x          | x                           | x           | x                    | n/a      | n/a    | n/a                     | n/a                    | n/a   | n/a                                     |
| Vilakazi EA                                    | PT                          | - Community Services Portfolio Committee<br>- Municipal Geographical Names Committee                      | 7 / ANC                       | ✓                  | A         | ✓          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | ✓                      | 92  | 100                                     |
| Zulu NN  | PT                          | - MPAC  | PR / ANC                      | A                  | A         | A          | ✓           | ✓                          | A          | ✓                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 62  | 80                                      |
| Zulu TS  | PT                          | - Planning & Development Portfolio Committee<br>- Town Planning Committee                                 | 14 / ANC                      | ✓                  | A         | ✓          | ✓           | ✓                          | ✓          | x                           | ✓           | ✓                    | ✓        | ✓      | ✓                       | x                      | 77  | 33                                      |
| Zwane PJ                                       | PT                          | - Finance Portfolio Committee   | PR / ANC                      | ✓                  | ✓         | A          | ✓           | ✓                          | ✓          | ✓                           | ✓           | ✓                    | ✓        | A      | ✓                       | ✓                      | 85  | 100                                     |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

**2015/2016 Mayoral Committee Return Of Attendance**

| Council Member                          | Meetings held (11) |           |            |             |            |            |             |             |          |        |         | Perc enta | Perc enta |
|---|--------------------|-----------|------------|-------------|------------|------------|-------------|-------------|----------|--------|---------|-----------|-----------|
|   | 24 July            | 25 August | 22 October | 19 November | 12 January | 27 January | 11 February | 23 February | 31 March | 24 May | 30 June | %         | %         |
| Masina LL, Executive Mayor              | A                  | ✓         | ✓          | ✓           | ✓          | ✓          | ✓           | ✓           | ✓        | ✓      | ✓       | 91        | 100       |
| Khayiyana MZC, MMC Finance              | ✓                  | ✓         | ✓          | ✓           | ✓          | ✓          | ✓           | ✓           | ✓        | ✓      | ✓       | 100       | n/a       |
| Mahlangu BS, MMC Community Services     | A                  | ✓         | ✓          | ✓           | A          | ✓          | ✓           | ✓           | ✓        | A      | ✓       | 73        | 100       |
| Nkambule FB, MMC Technical Services     | ✓                  | A         | ✓          | ✓           | A          | ✓          | A           | ✓           | ✓        | ✓      | A       | 64        | 100       |
| Ngxonono YT, MMC Planning & Development | ✓                  | A         | A          | ✓           | ✓          | ✓          | ✓           | ✓           | ✓        | A      | ✓       | 73        | 100       |
| Nkosi NE, MMC Corporate Services        | ✓                  | ✓         | ✓          | ✓           | ✓          | A          | ✓           | ✓           | ✓        | ✓      | ✓       | 91        | 100       |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | ×: absent without leave |
|--------|-------------|----------------------|-------------------------|

**2015/2016 Rules Committee Return Of Attendance**

| Council Member                        | Meetings held |        |           |         |          |          |         |          |       |       |     |      | Percent age Attendance (# | Percent age Apologies For |
|---------------------------------------|---------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|---------------------------|---------------------------|
|                                       | July          | August | September | October | November | December | January | February | March | April | May | June | %                         | %                         |
| Gwiji CV, Speaker                     |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Baker TE                              |               |        |           |         |          |          |         |          |       | x     |     |      | 0                         |                           |
| Bosch PR                              |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Buthelezi TM                          |               |        |           |         |          |          |         |          |       | x     |     |      | 0                         |                           |
| Kubheka MN<br>(member from 1/11/2013) | N/A           | N/A    | N/A       | N/A     |          |          |         |          |       | x     |     |      | 0                         |                           |
| Makola MB                             |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Nhlapo MD                             |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Nkabinde JB                           |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Nkabinde MA                           |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |
| Van Rooyen EJ                         |               |        |           |         |          |          |         |          |       | ✓     |     |      | 100                       |                           |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 MPAC Return of Attendance |               |          |       |     |      |                               |   |
|-------------------------------------|---------------|----------|-------|-----|------|-------------------------------|---|
| Council Members                     | Meetings held |          |       |     |      | Percentage Attendance (#held) | Percentage Apologies For Non-Attendance |
|                                     | 04 March      | 08 March | April | May | June | %                             | %                                       |
| Bosch PR                            | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Makola MB                           | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Mathabe NM                          | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Motaung AD                          | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Mtshali PD, MPAC Chairperson        | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Ndlovu SJ                           | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Nhlapo MD                           | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Nkosi NK                            | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Ntuli GN                            | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Van Baalen JA                       | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Van Huyssteen NC                    | ✓             | ✓        | ✓     | ✓   | ✓    | 100                           | 0                                       |
| Viljoen M (resigned 31/03/2014)     | n/a           | n/a      | n/a   | n/a | n/a  | n/a                           | n/a                                     |
| Zulu NN                             | ✓             | A        | ×     | ✓   | ×    | 80                            | 33%                                     |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | ×: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Municipal Geographical Names Committee Return of Attendance |                   |        |           |         |          |          |         |          |       |       |     |      |                                   |  |
|---|-------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|-----------------------------------|--|
| Council Member  | Meetings held ( ) |        |           |         |          |          |         |          |       |       |     |      | Percentage Attendance<br>(# held) | Percentage Apologies<br>For Non-Attendance |
|   | July              | August | September | October | November | December | January | February | March | April | May | June | %                                 | %  |
| Buthelezi TM (Chair)  | -                 | -      | -         | ✓       | -        | -        | ✓       | -        | ✓     | -     | -   | -    | 100                               | n/a  |
| Mahlangu BD   | -                 | -      | -         | ✓       | -        | -        | x       | -        | x     | -     | -   | -    | 33                                | 66   |
| Mngomezulu MP   | -                 | -      | -         | x       | -        | -        | x       | -        | x     | -     | -   | -    | 0                                 | 0  |
| Nkabinde MA   | -                 | -      | -         | A       | -        | -        | A       | -        | x     | -     | -   | -    | 0                                 | 66   |
| Sibande ES  | -                 | -      | -         | ✓       | -        | -        | ✓       | -        | x     | -     | -   | -    | 66                                | 0  |
| Mkhwebane   | -                 | -      | -         | x       | -        | -        | x       | -        | x     | -     | -   | -    | 0                                 | 0  |
| Victor NS   | -                 | -      | -         | x       | -        | -        | ✓       | -        | x     | -     | -   | -    | 33                                | 33   |
| Vilakazi EA   | -                 | -      | -         | x       | -        | -        | ✓       | -        | ✓     | -     | -   | -    | 66                                | 0  |
| Nxumalo N   | -                 | -      | -         | ✓       | -        | -        | x       | -        | ✓     | -     | -   | -    | 66                                | 0  |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Community Services Portfolio Committee Return of Attendance |                   |        |           |         |          |          |         |          |       |       |     |      |            |            |
|---|-------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|------------|------------|
| Council Members   | Meetings held (4) |        |           |         |          |          |         |          |       |       |     |      | Percentage | Percentage |
|   | July              | August | September | October | November | December | January | February | March | April | May | June | %          | %          |
| Mahlangu BS, MMC Community Services                                   | ✓                 | -      | ✓         | ✓       | -        | -        | -       | -        | ✓     | -     | -   | -    | 100        | n/a        |
| Buthlezi TM   | ✓                 | -      | ✓         | A       | -        | -        | -       | -        | x     | -     | -   | -    | 50         | 50         |
| Mathebula SB  | ✓                 | -      | ✓         | A       | -        | -        | -       | -        | ✓     | -     | -   | -    | 75         | 100        |
| Mngomezulu MP   | ✓                 | -      | ✓         | ✓       | -        | -        | -       | -        | ✓     | -     | -   | -    | 100        | n/a        |
| Nkabinde MA   | A                 | -      | ✓         | A       | -        | -        | -       | -        | x     | -     | -   | -    | 25         | 66         |
| Sibande ES  | ✓                 | -      | ✓         | ✓       | -        | -        | -       | -        | ✓     | -     | -   | -    | 100        | n/a        |
| Van den Berg PE (resigned 02/07/2015)                                 | n/a               | n/a    | n/a       | n/a     | n/a      | n/a      | n/a     | n/a      | n/a   | n/a   | n/a | n/a  | n/a        | n/a        |
| Victor NS   | ✓                 | -      | ✓         | ✓       | -        | -        | -       | -        | ✓     | -     | -   | -    | 100        | n/a        |
| Vilakazi EA   | ✓                 | -      | ✓         | ✓       | -        | -        | -       | -        | ✓     | -     | -   | -    | 100        | n/a        |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|



| 2015/2016 Corporate Services Portfolio Committee Return of Attendance |                   |        |           |         |          |          |         |          |       |       |     |      |          |          |
|---|-------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|----------|----------|
| Council Members   | Meetings held (7) |        |           |         |          |          |         |          |       |       |     |      | Per cent | Per cent |
|   | July              | August | September | October | November | December | January | February | March | April | May | June | %        | %        |
| Nkosi NE, MMC Corporate Services                                      | ✓                 | -      | A         | A       | A        | -        | -       | -        | A     | -     | ✓   | ✓    | 43       | 100      |
| Lekoloane ML (resigned 31/07/2015)                                    | x                 | -      | n/a       | n/a     | n/a      | -        | -       | -        | n/a   | -     | n/a | n/a  | n/a      | n/a      |
| Mahlangu BD   | ✓                 | -      | ✓         | ✓       | ✓        | -        | -       | -        | ✓     | -     | ✓   | ✓    | 100      | n/a      |
| Manzi NE  | x                 | -      | x         | x       | x        | -        | -       | -        | x     | -     | x   | x    | 0        | 0        |
| Mayisa JS   | ✓                 | -      | A         | A       | ✓        | -        | -       | -        | A     | -     | ✓   | x    | 43       | 75       |
| Mtsweni LJ  | ✓                 | -      | ✓         | ✓       | ✓        | -        | -       | -        | ✓     | -     | A   | ✓    | 86       | 100      |
| Ndaba BB  | ✓                 | -      | A         | A       | A        | -        | -       | -        | x     | -     | A   | A    | 14       | 83       |
| Nzama PG  | ✓                 | -      | ✓         | ✓       | ✓        | -        | -       | -        | ✓     | -     | ✓   | ✓    | 100      | 0        |
| GR de Vries   | ✓                 | -      | ✓         | ✓       | ✓        | -        | -       | -        | A     | -     | ✓   | A    | 71       | 100      |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Finance Portfolio Committee Return of Attendance |                   |        |           |         |          |          |         |          |       |       |     |      |             |             |
|--|-------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|-------------|-------------|
| Council Members  | Meetings held (7) |        |           |         |          |          |         |          |       |       |     |      | Percent age | Percent age |
|  | July              | August | September | October | November | December | January | February | March | April | May | June | %           | %           |
| Khayiyana MZC, MMC Finance                                 | ✓                 | ✓      | ✓         | ✓       | -        | -        | ✓       | -        | ✓     | -     | ✓   | -    | 100         | n/a         |
| Badenhorst HJ  | x                 | ✓      | ✓         | ✓       | -        | -        | x       | -        | ✓     | -     | ✓   | -    | 71          | 0           |
| Mtsweni TA   | x                 | x      | x         | x       | -        | -        | x       | -        | ✓     | -     | x   | -    | 14          | 0           |
| Mzinyane TE  | ✓                 | ✓      | ✓         | A       | -        | -        | ✓       | -        | A     | -     | A   | -    | 57          | 100         |
| Ndinisa BJ   | x                 | x      | x         | x       | -        | -        | x       | -        | x     | -     | x   | -    | 0           | 0           |
| Nxumalo NJ   | ✓                 | ✓      | ✓         | ✓       | -        | -        | ✓       | -        | ✓     | -     | ✓   | -    | 100         | n/a         |
| Tlou DL  | ✓                 | A      | x         | ✓       | -        | -        | A       | -        | ✓     | -     | ✓   | -    | 57          | 66          |
| Van Rooyen EJ  | x                 | ✓      | ✓         | x       | -        | -        | ✓       | -        | ✓     | -     | ✓   | -    | 71          | 0           |
| Zwane PJ   | ✓                 | ✓      | ✓         | ✓       | -        | -        | ✓       | -        | ✓     | -     | ✓   | -    | 100         | n/a         |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Planning & Development Portfolio Committee Return of Attendance |                  |        |           |         |          |          |         |          |       |       |     |      |            |            |
|---|------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|------------|------------|
| Council Member  | Meetings held () |        |           |         |          |          |         |          |       |       |     |      | Percentage | Percentage |
|   | July             | August | September | October | November | December | January | February | March | April | May | June | %          | %          |
| Ngxonono YT, MMC Planning & Development                                   | -                | ✓      | -         | -       | -        | -        | ✓       |          | ✓     | -     | ✓   | -    | 100        | n/a        |
| Denny TM  | -                | x      | -         | -       | -        | -        | A       |          | x     | -     | ✓   | -    | 25         | 33         |
| Mahlangu SS   | -                | x      | -         | -       | -        | -        | ✓       |          | ✓     | -     | ✓   | -    | 75         | 0          |
| Masango JM  | -                | ✓      | -         | -       | -        | -        | ✓       |          | A     | -     | x   | -    | 50         | 50         |
| Masango SA  | -                | ✓      | -         | -       | -        | -        | ✓       |          | ✓     | -     | x   | -    | 75         | 0          |
| Masina HS   | -                | ✓      | -         | -       | -        | -        | A       |          | x     | -     | x   | -    | 25         | 33         |
| Mtsweni MJ  | -                | ✓      | -         | -       | -        | -        | A       |          | ✓     | -     | x   | -    | 50         | 50         |
| Mvundla WL  | -                | ✓      | -         | -       | -        | -        | ✓       |          | ✓     | -     | ✓   | -    | 100        | n/a        |
| Nkosi MJ  | -                | ✓      | -         | -       | -        | -        | ✓       |          | A     | -     | ✓   | -    | 75         | 100        |
| Zulu TS   | -                | ✓      | -         | -       | -        | -        | x       |          | x     | -     | x   | -    | 25         | 0          |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Technical Services Portfolio Committee Return of Attendance |                   |        |           |         |          |          |         |          |       |       |     |      |                          |                          |
|---|-------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|--------------------------|--------------------------|
| Council Members   | Meetings held (5) |        |           |         |          |          |         |          |       |       |     |      | Percentage Attendance (# | Percentage Apologies For |
|   | July              | August | September | October | November | December | January | February | March | April | May | June | %                        | %                        |
| Nkambule FB, MMC Technical Services                                   | ✓                 | -      | -         | ✓       | ✓        | -        | -       | -        | ✓     | -     | A   | -    | 80                       | 100                      |
| Labuschagne PJ  | ✓                 | -      | -         | x       | ✓        | -        | -       | -        | ✓     | -     | ✓   | -    | 80                       | 0                        |
| Mabena SS   | ✓                 | -      | -         | x       | x        | -        | -       | -        | x     | -     | ✓   | -    | 40                       | 0                        |
| Majozi NE   | ✓                 | -      | -         | ✓       | ✓        | -        | -       | -        | ✓     | -     | ✓   | -    | 100                      | n/a                      |
| Mathebula SB  | x                 | -      | -         | x       | x        | -        | -       | -        | x     | -     | x   | -    | 0                        | 0                        |
| Mkhwanazi ZG  | A                 | -      | -         | x       | ✓        | -        | -       | -        | ✓     | -     | ✓   | -    | 60                       | 50                       |
| Nkabinde JB   | ✓                 | -      | -         | ✓       | ✓        | -        | -       | -        | ✓     | -     | ✓   | -    | 100                      | n/a                      |
| Pretorius RJ  | ✓                 | -      | -         | ✓       | ✓        | -        | -       | -        | ✓     | -     | ✓   | -    | 100                      | n/a                      |
| Tsotetsi TJ   | A                 | -      | -         | A       | ✓        | -        | -       | -        | x     | -     | ✓   | -    | 40                       | 66                       |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Local Labour Forum Return of Attendance |                    |        |           |         |          |          |         |          |       |       |     |      |                                |   |
|---|--------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|--------------------------------|---|
| Council Member                                    | Meetings held (11) |        |           |         |          |          |         |          |       |       |     |      | Percentage Attendance (# held) | Percentage Apologies For Non-Attendance |
|   | July               | August | September | October | November | December | January | February | March | April | May | June | %                              | %                                       |
| Nkosi NE, MMC Corporate Services                  | A                  | ✓      | A         | ✓       | ✓        | -        | ✓       | ✓        | ✓     | ✓     | ✓   | ✓    | 81%                            | 100%                                    |
| Lekoloane ML                                      | -                  | -      | -         | -       | -        | -        | -       | -        | -     | -     | -   | -    | n/a                            | n/a                                     |
| Mahlangu BD                                       | ✓                  | ✓      | ✓         | x       | A        | -        | ✓       | ✓        | x     | A     | x   | A    | 45%                            | 27%                                     |
| Mtsweni LJ  | ✓                  | A      | ✓         | ✓       | A        | -        | ✓       | ✓        | ✓     | A     | A   | A    | 54%                            | 100%                                    |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Employment Equity Committee Return of Attendance |                    |        |           |         |          |          |         |          |       |       |     |      |           |           |
|--|--------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|-----------|-----------|
| Council Member   | Meetings held (05) |        |           |         |          |          |         |          |       |       |     |      | Perc enta | Perc enta |
|  | July               | August | September | October | November | December | January | February | March | April | May | June | %         | %         |
| Nkosi NE, MMC Corporate Services                           | ✓                  |        | ✓         |         | ✓        |          |         |          | ✓     |       |     | ✓    | 100       | 0         |
| Denny TM (member until 1/11/2013)                          | -                  |        | -         |         | -        |          |         |          | -     |       |     | -    | n/a       | n/a       |
| GR De Vries Current( Lauschagne E resigned 1 March 2013)   | ✓                  |        | ✓         |         | ✓        |          |         |          | X     |       |     | A    | 60        | 50%       |
| Mahlangu BD  | ✓                  |        | ✓         |         | ✓        |          |         |          | X     |       |     | ✓    | 80        | 50%       |
| Mayisa JS (member from 1/11/2013)                          | ✓                  |        | ✓         |         | X        |          |         |          | X     |       |     | X    | 40        | 0%        |
| Mtsweni LJ   | A                  |        | ✓         |         | ✓        |          |         |          | A     |       |     | X    | 40        | 66%       |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

| 2015/2016 Training & Development Committee Return of Attendance |                    |             |           |         |                      |          |         |          |                         |       |     |      |                        |             |
|---|--------------------|-------------|-----------|---------|----------------------|----------|---------|----------|-------------------------|-------|-----|------|------------------------|-------------|
| Council Member  | Meetings held (05) |             |           |         |                      |          |         |          |                         |       |     |      | Percent age Attendance | Percent age |
|   | July               | August      | September | October | November             | December | January | February | March                   | April | May | June | %                      | %           |
| Nkosi NE, MMC Corporate Services                                | ✓                  |             | ✓         |         | ✓                    |          |         |          | ✓                       |       |     | ✓    | 100%                   | 0           |
| CV Gwiji  | A                  |             | A         |         | A                    |          |         |          | A                       |       |     | ✓    | 20%                    | 100%        |
| Lekoloane ML  | -                  |             | -         |         |                      |          |         |          |                         |       |     | -    |                        |             |
| Mtsweni LJ  | ✓                  |             | ✓         |         | A                    |          |         |          | A                       |       |     | X    | 40%                    | 66%         |
| Ndaba BB (member from 1/11/2013)                                | ✓                  |             | ✓         |         | X                    |          |         |          | X                       |       |     | X    | 40%                    | 0           |
| Legend  |                    | ✓: attended |           |         | A: absent with leave |          |         |          | x: absent without leave |       |     |      |                        |             |

| 2015/2016 Town Planning Committee Return of Attendance |                   |             |             |             |             |               |                                 |  |
|--|-------------------|-------------|-------------|-------------|-------------|---------------|---------------------------------|--|
| Council Member   | Meetings held (6) |             |             |             |             |               | Percent age Attendance (# held) | Percent age Apologies For Non-Attendance |
|  | 3 November        | 10 November | 12 November | 17 November | 17 November | 16 March 2016 | %                               | %  |
| Ngxonono YT, MMC Planning & Development                | ✓                 | ✓           | ✓           | ✓           | ✓           | ✓             | 100                             | n/a                                      |
| Denny TM   | x                 | x           | x           | x           | x           | x             | 0                               | 0  |
| Mahlangu SS  | x                 | x           | x           | x           | x           | x             | 0                               | 0  |
| Masango JM (member from 1/11/2013)                     | ✓                 | ✓           | x           | x           | ✓           | x             | 50                              | 0  |
| Masango SA   | ✓                 | x           | ✓           | ✓           | ✓           | x             | 60                              | 0  |
| Masina HS  | x                 | x           | x           | ✓           | ✓           | x             | 30                              | 0  |
| Mtsweni MJ (member from 1/11/2013)                     | x                 | x           | x           | ✓           | ✓           | ✓             | 50                              | 0  |
| Mvundla WL   | ✓                 | ✓           | ✓           | ✓           | ✓           | ✓             | 100                             | n/a                                      |
| Nkosi MJ   | ✓                 | ✓           | ✓           | ✓           | ✓           | ✓             | 100                             | n/a                                      |
| Zulu TS  | ✓                 | x           | x           | ✓           | ✓           | x             | 50                              | 0  |

|        |             |                      |                         |
|--------|-------------|----------------------|-------------------------|
| Legend | ✓: attended | A: absent with leave | x: absent without leave |
|--------|-------------|----------------------|-------------------------|

## APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

| Committees (other than Mayoral Committee) and Purposes of Committees |                      |   |
|--|----------------------|---|
| Committee  | Operational Period   | Purpose   |
| Municipal Public Accounts Committee                                  | July 2010 to current | <p>The committee perform the following functions:</p> <ul style="list-style-type: none"> <li>▪ The committee shall report to the Council on its activities;</li> <li>▪ The committee shall review municipal quarterly and annual reports and report on such reviews to Council and shall develop a comprehensive oversight report on the annual report.</li> <li>▪ The committee shall monitor the implementation of the IDP and SDBIP and submit reports thereto.</li> <li>▪ The committee shall oversee policy formulation and implementation.</li> <li>▪ The committee shall ensure that Council comply with external reporting requirements.</li> <li>▪ The committee shall examine the financial statements and audit reports of the municipality and consider improvements from previous statements and reports and must evaluate the extent to which recommendations from the AG and Audit Committee has been implemented.</li> <li>▪ The committee shall promote good governance, transparency and accountability.</li> <li>▪ The committee shall examine the midyear review in line with the IDP.</li> <li>▪ The committee shall consider SDBIP reports.</li> <li>▪ The committee shall recommend any investigation in its area of competence to the Council.</li> </ul> |

|  |                          |  |
|--|--------------------------|--|
|  |                          | <ul style="list-style-type: none"> <li>▪ The committee shall request information from Councillors through the Office of the Speaker and from employees through the Office of the Municipal Manager and the relevant MMC Councillor be informed accordingly.</li> <li>▪ The committee shall perform any other function assigned to it by the Council.</li> </ul>                                    |
| Rules Committee                            | August 2011 to current   | <ul style="list-style-type: none"> <li>▪ To assist the Speaker with the implementation of the Council's Standing Orders and enforcement of the Code of Conduct for Councillors.</li> </ul>   |
| Community Services Portfolio Committee     | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To assist the Executive Mayor / Mayoral Committee on issues related to: <ul style="list-style-type: none"> <li>➤ Environmental Services</li> <li>➤ Sport, Recreation, Arts and Culture</li> <li>➤ Emergency and Disaster Management Services</li> <li>➤ Safety and Security Services</li> <li>➤ Waste</li> </ul> </li> </ul>                              |
| Corporate Services Portfolio Committee     | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To assist the Executive Mayor / Mayoral Committee on issues related to: <ul style="list-style-type: none"> <li>➤ Human Resources Management and Development (HR)</li> <li>➤ Legal and Contract Management, and Municipal Courts</li> <li>➤ Information Communication Technology</li> <li>➤ Administration and Secretariat Services</li> </ul> </li> </ul> |
| Finance Portfolio Committee                | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To assist the Executive Mayor / Mayoral Committee on issues related to: <ul style="list-style-type: none"> <li>➤ Revenue and Fund Management</li> <li>➤ Supply Chain Management</li> <li>➤ Budget and Expenditure Management</li> <li>➤ Asset Management</li> </ul> </li> </ul>   |
| Planning & Development Portfolio Committee | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To assist the Executive Mayor / Mayoral Committee on issues related to: <ul style="list-style-type: none"> <li>➤ Local Economic Development</li> <li>➤ IDP, Public Participation and Performance Management</li> <li>➤ Land Use Management and Spatial Development</li> <li>➤ Human Settlements</li> </ul> </li> </ul>                                    |
| Technical Services Portfolio Committee     | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To assist the Executive Mayor / Mayoral Committee on issues related to: <ul style="list-style-type: none"> <li>➤ Roads and Storm Water</li> </ul> </li> </ul>   |



|  |                          |  |
|--|--------------------------|--|
|  |                          | <ul style="list-style-type: none"> <li>➤ Fleet and Facilities Management</li> <li>➤ Water and Sanitation Services</li> <li>➤ Energy</li> </ul>   |
| Employment Equity Committee                  | November 2012 to current | <ul style="list-style-type: none"> <li>▪ Setting of numerical targets</li> <li>▪ Identifying affirmative action measures, through consultation with employees and key stakeholders.</li> <li>▪ The identification of affirmative action measures is also inseparable from Workplace Skills Plans in terms of the Skills Development Act.</li> </ul>  |
| Local Labour Forum                           | November 2012 to current | <ul style="list-style-type: none"> <li>▪ To consult on matters of mutual interest to the Employers and Employees in the Govan Mbeki Municipality.</li> </ul>   |
| Municipal Geographical Name Change Committee | November 2012 to current | <ul style="list-style-type: none"> <li>▪ Responsible for advising the municipality on possible name changes.</li> <li>▪ Apply the principles of the SAGNC to the names under its jurisdiction.</li> <li>▪ Consult all stakeholders on name changes.</li> <li>▪ Make recommendation to Province Geographic Name Committee (PGNC).</li> <li>▪ Liaises with the PGNC on promoting research and ensuring that unrecorded names are collected.</li> </ul>   |
| Training Development Committee &             | November 2012 to current | <ul style="list-style-type: none"> <li>▪ Training and Development Committee seeks to feed into the National Skills Development Strategy and Human Resource Development Strategy:- <ul style="list-style-type: none"> <li>➤ by prioritising skills for sustainable growth, development and equity;</li> <li>➤ by prioritising critical skills;</li> <li>➤ by promoting quality training for all in the workplace;</li> <li>➤ Promoting employability through skills development.</li> </ul> </li> </ul> |
| Town Planning Committee                      | November 2012 to current | <ul style="list-style-type: none"> <li>▪ Town Planning and Township Ordinance, 15 of 1986 provides for the establishment of a Municipal Town Planning Committee to oversee town planning and township development issues within the municipal area of jurisdiction.</li> <li>▪ The committee is established to assist and advise the Mayoral Committee with issues relating to town planning matters within the municipal area of jurisdiction.</li> </ul>   |

## APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

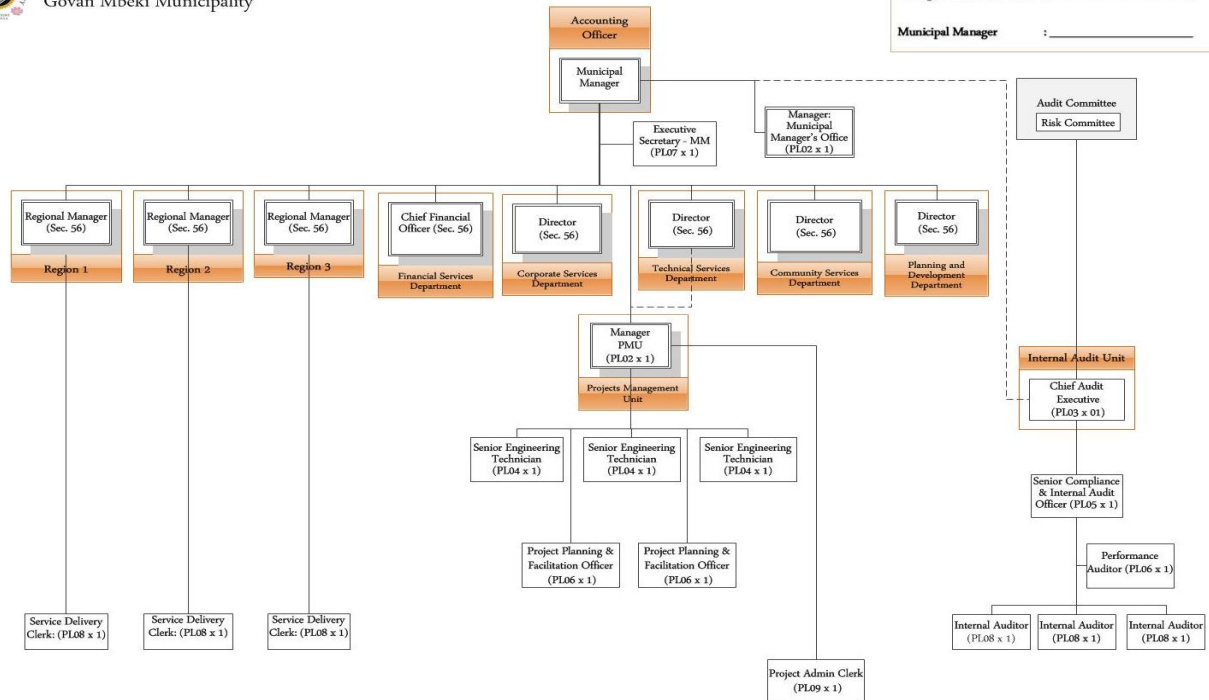
| DEPARTMENT                 | SECTION                         | EMPLOYEE NAME   | OCCUPATION                              | Post Level |
|----------------------------|---------------------------------|-----------------|---|------------|
| Municipal Manager's Office | MM                              | KUBHEKA G       | PERSONAL ASSISTANT TO MM                | 2          |
| Municipal Manager's Office | Internal Audit                  | MAKOLA TI       | CHIEF AUDIT EXECUTIVE                   | 3          |
| Municipal Manager's Office | PMU                             | MOTHIBI ST      | SENIOR MANAGER : PMU                    | 2          |
| Executive Mayor's Office   | Transversal Unit                | MASINA SE       | MANAGER : SPEC PROJ / TRANSV            | 3          |
| Executive Mayor's Office   | Exec. Mayor's Office            | SOKO BE         | CHIEF OF STAFF                          | 2          |
| Corporate Services         | HRM&D                           | RAMOLETA M H    | DEP DIR : HRM&D, LEGAL & MC             | 2          |
| Corporate Services         | Human Resources                 | CLOETE J L      | MANAGER : HR DEVELOP & TRANS            | 3          |
| Corporate Services         | Administration & Auxiliary      | SHABALALA D P   | MANAGER : ADMIN. & SECRETARIAT SERVICES | 3          |
| Corporate Services         | Legal Services                  | NETSHIVHALE SLM | MANAGER : LEGAL & MUN COURTS            | 3          |
| Corporate Services         | ICT                             | MOGOTLANE T N   | MANAGER : ICT                           | 3          |
| Planning & Development     | IDP                             | PHUNGWAYO TI    | DEP DIREC : IDP, PMS & RISK             | 2          |
| Planning & Development     | Town & Regional Planning        | ROHAN K         | MANAGER : TOWN & REG PLANN              | 3          |
| Planning & Development     | LED                             | VILAKAZI S J    | MANAGER LOCAL ECONOMIC DEVEL            | 3          |
| Corporate Services         | Human Settlements               | MZOBE ZA        | MANAGER : HUMAN SETTLEMENT              | 3          |
| Community Services         | Security & Law Enforcement      | GININDA T M     | DEP DIR PUBLIC SAFETY                   | 2          |
| Community Services         | Sport Recreation Arts & Culture | FENI Z F        | MANAGER THUSONG SER CEN                 | 3          |
| Community Services         | Licensing & Registration        | NDABA S T       | MANAGER: LICENSING & REGISTR            | 3          |

| DEPARTMENT         | SECTION   | EMPLOYEE NAME   | OCCUPATION                    | Post Level |
|--------------------|---|-----------------|-------------------------------|------------|
| Community Services | Bio-Diversity                                     | MASUKU D        | MANAGER DEVEL & MAINTENANCE   | 3          |
| Community Services | Solid Waste Management                            | VAN DER MERWE H | DEP DIR: SOLID WASTE & ENV    | 2          |
| Community Services | Solid Waste Management                            | THABETHE BN     | MANAGER WASTE MANAGEMENT      | 3          |
| Financial Services | Revenue Management                                | MAHLANGU JM     | DEP DIR : REVENUE MANAGEMENT  | 2          |
| Financial Services | Budget Support, Assets and Expenditure            | TSATSA BJ       | DEP DIR : BUD, SUP & ASSET M  | 2          |
| Financial Services | Expenditure                                       | SHONGWE J C     | MANAGER : EXPENDITURE         | 3          |
| Financial Services | Supply Chain management                           | DLAMINI TBW     | DEPUTY DIRECTOR SUPPLY CHAIN  | 2          |
| Financial Services | Budget & Financial Reporting                      | KANYANE MV      | FINANCIAL REPORTING\$ SUPPORT | 3          |
| Financial Services | Revenue Management                                | THABETHE I B    | SNR ACC : PR, SUND & BILLING  | 3          |
| Technical Services | Water and Sanitation                              | MBOLEKWA PUPUMA | DEP DIRECTOR WATER & SANITAT  | 2          |
| Technical Services | Energy Services                                   | RASMENI SW      | DEPUTY DIRECTOR: ENERGY       | 2          |
| Technical Services | Public Works                                      | MAPONYA DP      | MANAGER PUBLIC WORKS          | 3          |
| Technical Services | Fleet, Mechanical Workshop & Facility Maintenance | NDLOVU T B      | MANAGER MECHANICAL WORKSHOP   | 3          |

## OFFICE OF MUNICIPAL MANAGER:



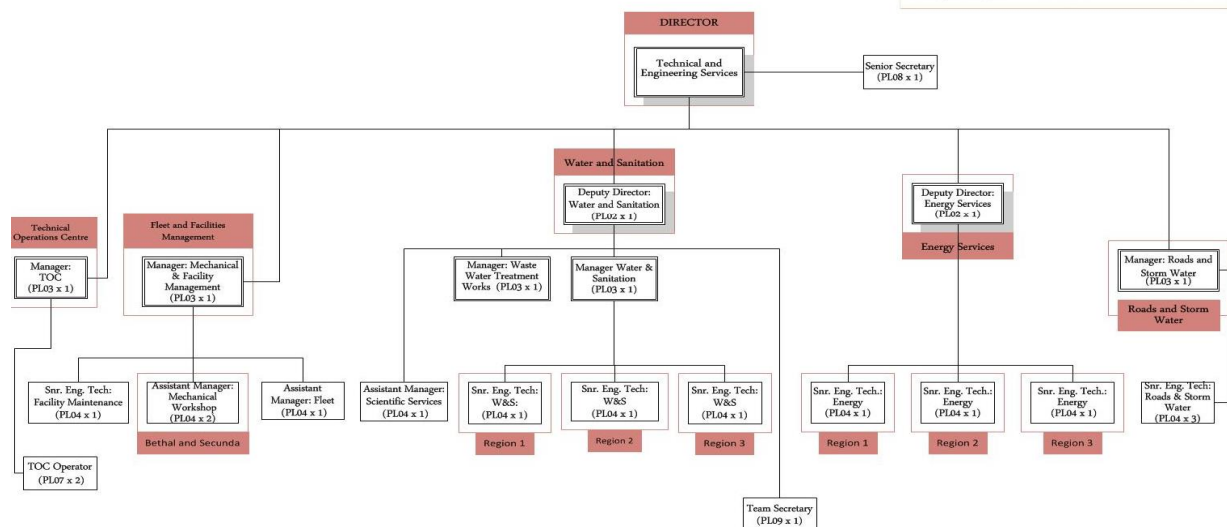
### Office of the Municipal Manager Govan Mbeki Municipality



## TECHNICAL SERVICES:



### Department Technical Services Govan Mbeki Municipality



## COMMUNITY SERVICES:



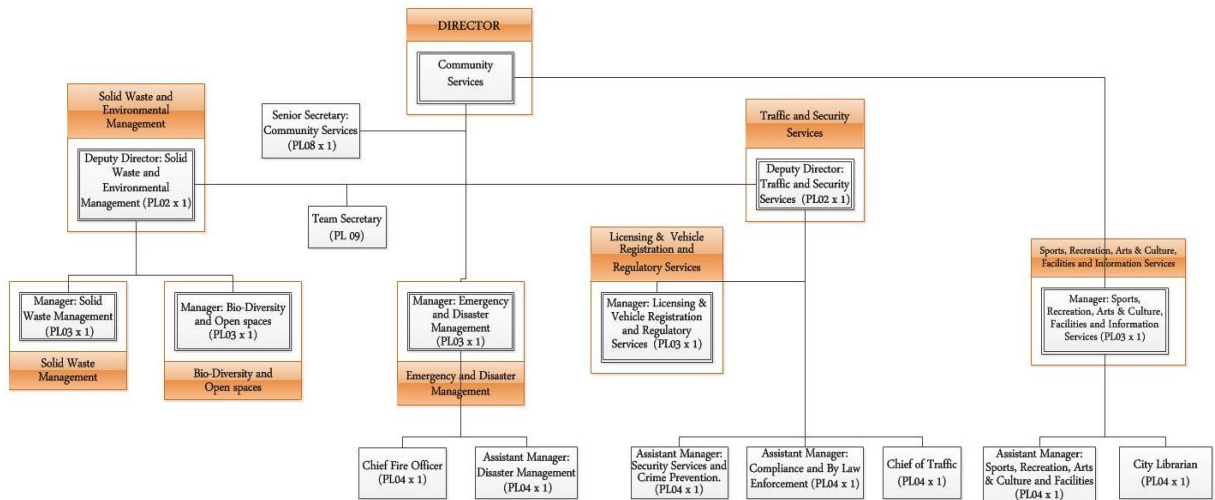
### Department Community Services Govan Mbeki Municipality

#### APPROVED ORGANISATIONAL STRUCTURE:

(Council Resolution No: A09/01/2015)

Manager Human Resource : \_\_\_\_\_

Municipal Manager : \_\_\_\_\_



## PLANNING AND DEVELOPMENT:



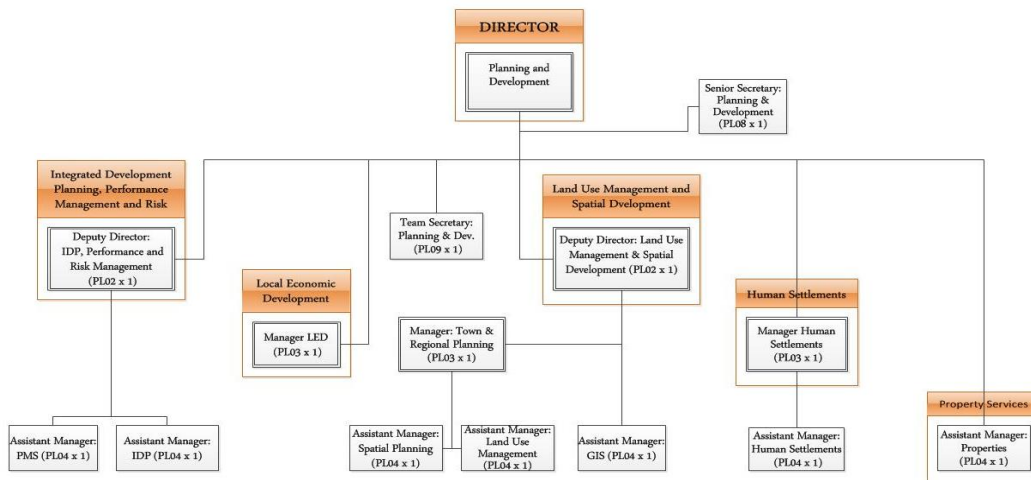
### Department Planning & Development Govan Mbeki Municipality

#### APPROVED ORGANISATIONAL STRUCTURE:

(Council Resolution No: A09/01/2015)

Manager Human Resource : \_\_\_\_\_

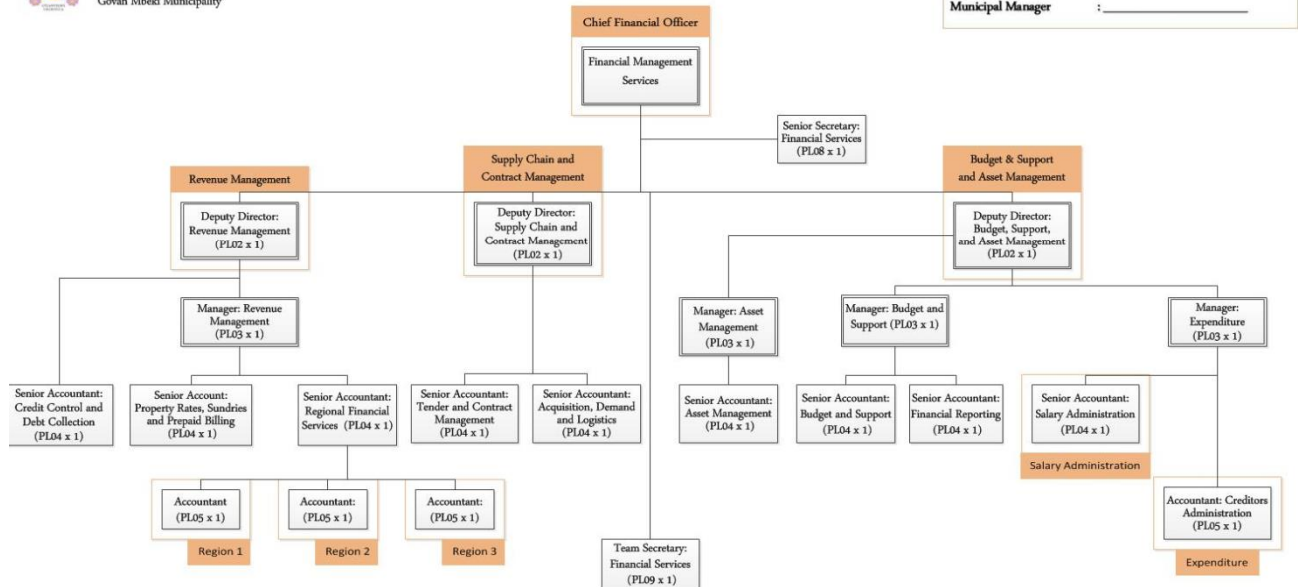
Municipal Manager : \_\_\_\_\_



## FINANCIAL SERVICES:



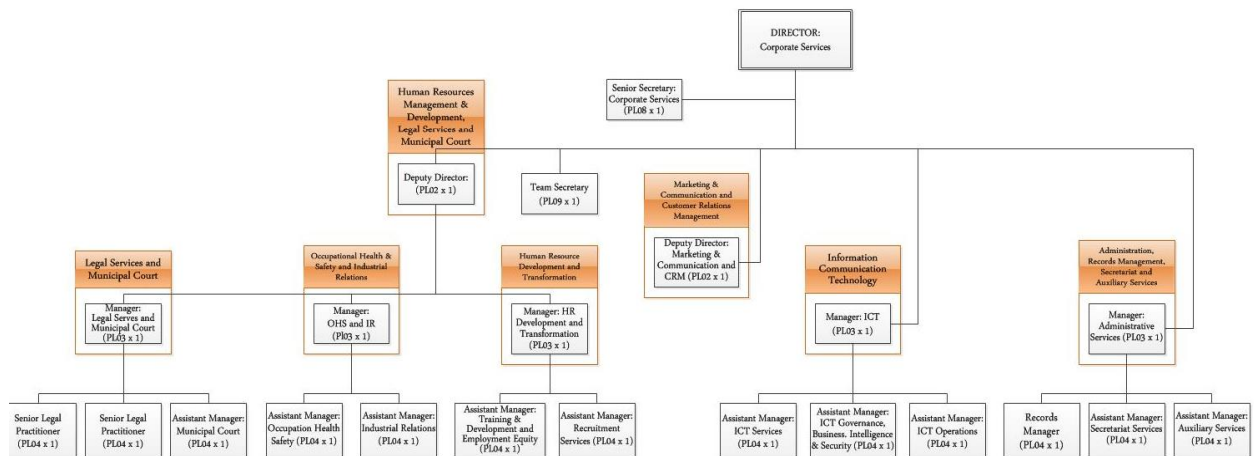
### Department Financial Services Govan Mbeki Municipality



## CORPORATE SERVICES:



### Department Corporate Services Govan Mbeki Municipality



## APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY ( N/A)

| Municipal / Entity Functions  |   |  |
|---|---|--|
| MUNICIPAL FUNCTIONS   | Function Applicable to Municipality (Yes / No)* | Function Applicable to Entity (Yes / No) |
| <b>Constitution Schedule 4, Part B functions:</b>   |   |  |
| Air pollution   | No  |  |
| Building regulations  | Yes   |  |
| Child care facilities   | No  |  |
| Electricity and gas reticulation  | Yes   |  |
| Fire Fighting services  | Yes   |  |
| Local tourism   | Yes   |  |
| Municipal airports  | Yes   |  |
| Municipal planning  | Yes   |  |
| Municipal health services   | No  |  |
| Municipal public transport  | No  |  |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes   |  |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto   | No  |  |
| Stormwater management systems in built-up areas   | Yes   |  |
| Trading regulations   | Yes   |  |
| Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems  | Yes   |  |
| Beaches and amusement facilities  | No  |  |
| Billboards and the display of advertisements in public places   | Yes   |  |
| Cemeteries, funeral parlours and crematoria   | Yes - only cemeteries                           |  |
| Cleansing   | Yes   |  |
| Control of public nuisances   | Yes   |  |
| Control of undertakings that sell liquor to the public  | Yes   |  |
| Facilities for the accommodation, care and burial of animals  | No  |  |

|  |     |            |
|--|-----|------------|
| Fencing and fences   | Yes |            |
| Licensing of dogs  | No  |            |
| Licensing and control of undertakings that sell food to the public                         | Yes |            |
| Local amenities  | Yes |            |
| Local sport facilities   | Yes |            |
| Markets  | No  |            |
| Municipal abattoirs  | No  |            |
| Municipal parks and recreation   | Yes |            |
| Municipal roads  | Yes |            |
| Noise pollution  | Yes |            |
| Pounds   |     | Yes - SPCA |
| Public places  | Yes |            |
| Refuse removal, refuse dumps and solid waste disposal                                      | Yes |            |
| Street trading   | Yes |            |
| Street lighting  | Yes |            |
| Traffic and parking  | Yes |            |
| <b><i>* If municipality: indicate (yes or No); * If entity: Provide name of entity</i></b> |     |            |



## APPENDIX E – WARD REPORTING- WARD COUNCILLORS

| GOVAN MBEKI MUNICIPALITY<br>FUNCTIONALITY OF WARD COMMITTEES |                      |        |
|--|----------------------|--------|
| WARD 01  |                      |        |
| NAME & SURNAME<br>WARD COUNCILLOR                            | POSITON              | GENDER |
| Masango July Memory  | Ward 1<br>COUNCILLOR | M      |
| NAME & SURNAME<br>WARD COMMITTEE MEMBER                      | WARD                 | GENDER |
| 1. STHEMBISO MIRRIAM MSIBI                                   | 1                    | F      |
| 2. ANTONI MATHEBULA  | 1                    | M      |
| 3. MAHLANGU NAMGIDI LINAH                                    | 1                    | F      |
| 4. FANIE JOHANNES DLAMINI                                    | 1                    | M      |
| 5. JOHANNES JABU MAHLANGU                                    | 1                    | M      |
| 6. MATALE ADLAY MOGALE                                       | 1                    | M      |
| 7  |                      |        |
| 8  |                      |        |
| 9. PHILLEMOM MASEKO  | 1                    | M      |
| 10. MBONANE GABISILE   | 1                    | F      |
| WARD 02  |                      |        |
| NAME & SURNAME WARD COUNCILLOR                               | POSITON              | GENDER |
| Tlou Lebo  | Ward 2 COUNCILLOR    | F      |
| NAME WARD COMMITTEE MEMBER                                   | WARD                 | GENDER |
| 1. BUTI PETROS FAKUDE  | 2                    | M      |
| 2  |                      |        |
| 3. NOZUKO DAVID  | 2                    | F      |
| 4.NOMSA GLADYS VILAKAZI                                      | 2                    | F      |
| 5.DELIWE MTHOMBENI   | 2                    | M      |
| 6.GAMEDE KHULILE ROSE  | 2                    | F      |
| 7.VUSI STEPHEN SKHOSANA                                      | 2                    | M      |
| 8.KABONINA AGNES MTSWENI                                     | 2                    | F      |

|                                |                                 |        |
|--------------------------------|---------------------------------|--------|
| 9. JOSEPH MAHLANGU             | 2                               | M      |
| 10. CHRISTINA FAKUDE           | 2                               | F      |
| <b>WARD 03</b>                 |                                 |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON                         | GENDER |
| Makhaye Sipho Anthony          | Chief Whip<br>Ward 3 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD                            | GENDER |
| 1.SBONGISENI MATHOONSI         | 3                               | M      |
| 2. LINDI PATRICIA SHABALALA    | 3                               | F      |
| 4. SANDILE MKHATHSWA           | 3                               | M      |
| 5. SIPHIWE MADONSELA           | 3                               | M      |
| 6. THEA SDUDLA MOABI           | 3                               | F      |
| 7. MTHOBELI THSAZIBANA         | 3                               | M      |
| 8. AMOS SHABALALA              | 6                               | M      |
| 9. ALLINNAH SELLO MOTSEPE      | 3                               | F      |
| 10. LINDIWE PAULINE SHABANGU   | 3                               | F      |
| <b>WARD 04</b>                 |                                 |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON                         | GENDER |
| Nzama Philisiwe Gracious       | Ward 4 COUNCILLOR               | F      |
| NAME WARD COMMITTEE MEMBER     | WARD                            | GENDER |
| 1.FEZILE NOGWANYA              | 4                               | M      |
| 2. NOMADLOZI TRYPHINA SKOSANA  | 4                               | F      |
| 3. JUSTICE MATHEBULA           | 4                               | M      |
| 4. JOHANNES MATSHINGANE        | 4                               | M      |
| 5. LYNETTE THULI MASEKO        | 4                               | F      |
| 6. ARMSTRONG MKHWANAZI         | 4                               | M      |

|                                |                   |        |
|--------------------------------|-------------------|--------|
| 7. KEHLA SIMELANE              | 4                 | M      |
| 8. NOMTHANDAZO NKAMBULE        | 4                 | F      |
| 9. STHEMBISO MBONANI           | 4                 | M      |
| 10. ELIAS CINDI                | 4                 | M      |
| <b>WARD 05</b>                 |                   |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON           | GENDER |
| Denny Timothy Mark             | Ward 5 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD              | GENDER |
| 1. STEPHEN SMITH               | 5                 | M      |
| 2. SUSAN SMITH                 | 5                 | F      |
| 3. MARIANE UECKERMANN          | 5                 | F      |
| 4. KAREN POXON                 | 5                 | F      |
| 5. PAMELA JOAN KOTZE           | 5                 | F      |
| 6. CAROLINE DAVEL              | 5                 | F      |
| 7. LAURENCE TAYLOR             | 5                 | F      |
| 8. MARIAAN CHAMBERLAIN         | 5                 | F      |
| 9. SHAREN WICKENS              | 5                 |        |
| 10. BRIAN WICKENS              | 5                 | M      |
| <b>WARD 06</b>                 |                   |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON           | GENDER |
| Nkabinde Mteta Abel            | Ward 6 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD              | GENDER |
| 1. JANE NOMVULA HAMESI         | 6                 | F      |
| 2. JABULANI PATRIC METHULA     | 6                 | M      |
| 3. THANDI CAROLINE MKHWANAZI   | 6                 | F      |

|                                |                   |        |
|--------------------------------|-------------------|--------|
|                                |                   |        |
| 4. NTHABISENG THALITHA SESHOKA | 6                 | F      |
| 5. ZODWA MABEL DITSHEGO        | 6                 | F      |
| 6. THSEPO SELBY MLANGENI       | 6                 | F      |
| 7. SIPHO MASILELA              | 6                 | M      |
| 8. MBALENI MOSES MOKOENA       | 6                 | M      |
| 9. SARAH ZUKA MAYISA           | 6                 | F      |
| 10. ESTHER VANGILE MAHLANGU    | 6                 | F      |
| <b>WARD 07</b>                 |                   |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON           | GENDER |
| Vilakazi Elphus Albert         | Ward 7 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD              | GENDER |
| 1.PAULINA MABIZELA             | 7                 | M      |
| 2. BUSI YENDE                  | 7                 | F      |
| 3. FIKILE NGOZO                | 7                 | F      |
| 4. JOYCE TSALE                 | 7                 | F      |
| 5. THEMBA NHLAPHO              | 7                 | M      |
| 6. ISHMAEL SOMTYATO            | 7                 | M      |
| 7. KHAZAMULA ROBERT NDLOVU     | 7                 | M      |
| 8. BONGANI CHICO MTSHALI       | 7                 | M      |
| 9. MPO JOB SERAKE              | 7                 | M      |
| 10. DUDUZILE MAHLANGU          | 7                 | F      |
| <b>WARD 08</b>                 |                   |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON           | GENDER |

|                                 |                   |        |
|---------------------------------|-------------------|--------|
| Tsotetsi Thabo Jimson           | Ward 8 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER      | WARD              | GENDER |
| 1. KESIAH THANDI NKOSI          | 8                 | F      |
| 2. PHILANI ERIC MLUNGU          | 8                 | M      |
| 3. YOLISWA MBUTHO               | 8                 | F      |
| 4. NOKULUNGA MQU                | 8                 | F      |
| 5.FLORENCE KHWELA               | 8                 | F      |
| 6.MAINAH MOLOI                  | 8                 | F      |
| 7. NOMGQIBELO BELLINAH MAHLANGU | 8                 | F      |
| 8.ZWELIHLE NKOSI                | 8                 | M      |
| 9.KNOWLEDGE MNISI               | 8                 | M      |
| 10. MAGRET MASITENG             | 8                 | F      |
| <b>WARD 09</b>                  |                   |        |
| NAME & SURNAME WARD COUNCILLOR  | POSITON           | GENDER |
| Mahlangu Buti Douglas           | Ward 9 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER      | WARD              | GENDER |
| 1.NOMTHANDAZO MAHLANGU          | 9                 | F      |
| 4. ESTHER NOMVULA MABENA        | 9                 | F      |
| 3. THEMBI KATE MOKWENA          | 9                 | F      |
| 4. LINDIWE MKOKO                | 9                 | F      |
| 5. SIBONGILE JOYCE THOLO        | 9                 | F      |
| 6. BHEKI TSHABALALA             | 9                 | M      |
| 7. MARIA ZULU                   | 9                 | F      |

|                                   |                    |        |
|-----------------------------------|--------------------|--------|
| 8. THANDI MTHIMUNYE               | 9                  | F      |
| 9. ELIZABETH THAKASILE MADONSELA  | 9                  | F      |
| 10. KATTIE POPPIE MBOYISA         | 9                  | F      |
| <b>WARD 10</b>                    |                    |        |
| NAME & SURNAME WARD COUNCILLOR    | POSITON            | GENDER |
| Ndlovu Sesi Johanna               | Ward 10 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER        | WARD               | GENDER |
| 1.                                |                    |        |
| 2. LINDIWE ABIGAIL MALAZA         | 10                 | F      |
| 3. MPHO TOM NKABINDE              | 10                 | M      |
| 4. CAROL NGOBENI                  | 10                 | F      |
| 5. GABSILE MAZIBUKO               | 10                 | F      |
| 6. SIPHO SINDANE                  | 10                 | M      |
| 7.EDWARD LETSIMO                  | 10                 | M      |
| 8.BHEKIZIZWE KUBHEKA              | 10                 | M      |
| 9.ZODWA SITHOLE                   | 10                 | F      |
| 10. CHRISTINA KHUMBUZILE MDLALOSE | 10                 | F      |
| <b>WARD 11</b>                    |                    |        |
| NAME & SURNAME WARD COUNCILLOR    | POSITON            | GENDER |
| Motaung Anna Dluli                | Ward 11 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER        | WARD               | GENDER |
| 1.SESI LUCY SITHOLE               | 11                 | F      |
| 2. DIPUO WINIFRED MONGALO         | 11                 | F      |
| 3.NOMSA NYEMBE                    | 11                 | F      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 4. MOSES KHUMALO               | 11                 | M      |
| 5. DAVID SNONDO                | 11                 | M      |
| 6. MZWAKHE MASUKU              | 11                 | M      |
| 7. HUMPREY DUBE                | 11                 | M      |
| 8. LIAU ELLIOT MAKAE           | 11                 | M      |
| 9. BETTY MARIA MTSWENI         | 11                 | F      |
| 10. ABSALON DOCTOR NKOSI       | 11                 | M      |
| <b>WARD 12</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Mathabe Nick Mzwandile         | Ward 12 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. MARGARETH THSAKA            | 12                 | M      |
| 2. MDUDUZI STANLEY SEHLALO     | 12                 | M      |
| 4. ETHEL MABIZELA              | 12                 | F      |
| 5. PIET MAKOFANE               | 12                 | M      |
| 7. JOHN MKIZE                  | 12                 | M      |
| 8. NOZIMASILE GOCINA           | 12                 | F      |
| 9. LUNGISA MNGUGUMANI          | 12                 | M      |
| 10. ABEL MTHOMBENI             | 12                 | M      |
| <b>WARD 13</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Sibande Elias Stanley          | Ward 13 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 1.NOMBUSO MJARA                | 13                 | F      |
| 2.MICHAEL NDHLELA              | 13                 | M      |
| 3.CYNTHIA SQOKO                | 13                 | F      |
| 4.SINA HOKO                    | 13                 | M      |
| 5.JABULILE KHUMALO             | 13                 | F      |
| 6.THEMBI GLADYS SKOSANA        | 13                 | F      |
| 7.DUDUZILE HLATSHWAYO          | 13                 | F      |
| 8.NTOMBIKAYISE BELLINA GABA    | 13                 | F      |
| 9.MEGGIE TOZI SITHOLE          | 13                 | F      |
| 10. POPPY MAYABA               | 13                 | F      |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Zulu Thandiwe Sesiky           | Ward 14 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. JULY TWALA                  | 14                 | M      |
| 2. PRECIOUS MOLOI              | 14                 | F      |
| 3. SIFISO SIMELANE             | 14                 | M      |
| 4. THANDI ZWANE                | 14                 | F      |
| 5. JABULANI DAVID NKOSI        | 14                 | M      |
| 6.TSOTETSI T.M                 | 14                 | M      |
| 7. PIET SECHABA NTSELE         | 14                 | F      |
| 8. TSAKANI CHABANGU            | 14                 | F      |



|                                |                    |        |
|--------------------------------|--------------------|--------|
| 9. MATHAPELO MATHEBULA         | 14                 | F      |
| 10. SKOSANA ZODWA              | 14                 | F      |
| <b>WARD 15</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Mtsweni Mabusa Joseph          | Ward 15 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.LINNAH PHUMZILE MAVIMBELA    | 15                 | f      |
| 2.THOKOZILE MASUKU             | 15                 | F      |
| 3. LUCKY MAHLANGU              | 15                 | M      |
| 4. PHINDILE JUNET MBOKANE      | 15                 | F      |
| 5. ERNEST SHUMANI              | 15                 | M      |
| 6. THOKO JULIA HLATSHWAYO      | 15                 | F      |
| 7. HAPPY SARAH MOTAUNG         | 15                 | F      |
| 8. MAGGIE SUZEN MTHOMBENI      | 15                 | F      |
| 9. NOKUTHULA MAHLANGU          | 15                 | F      |
| <b>WARD 16</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Nhlapo Mabula Daniel           | Ward 16 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. DUMISANI PETRUS MAHLANGU    | 16                 | M      |
| 2. JOSEPH MATIKANE             | 16                 | M      |
| 3. VUSI MAZIBUKO               | 16                 | M      |
| 4. PONTSO MOTA                 | 16                 | F      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 5. ELLIOT SKOSANA              | 16                 | M      |
| 6. VANGELI NKOSI               | 16                 | F      |
| 7. THEMBI NGWENYA              | 16                 | F      |
| 8. ABRAHAM MGIDI               | 16                 | M      |
| 9. THEMBI ALICE MTHETHWA       | 16                 | F      |
| 10. PHUMZILE ZULU              | 16                 | F      |
| <b>WARD 17</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Makola Mamokgekge Ben          | Ward 17 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.FORTUNATE MNGOMEZULU         | 17                 | F      |
| 2. MXOLISI VUSUMUZI NSIBANDE   | 17                 | M      |
| 3.JOHANN MKHONTO NKOSI         | 17                 | F      |
| 4. PROMISE SHABANGU            | 17                 | F      |
| 5. MARY MAVUSO                 | 17                 | F      |
| 6. NOMFUNDO MGWEJE             | 17                 | F      |
| 7. NTSWAKI MOLOI               | 17                 | F      |
| 8. BEVULA PIET NGWENYA         | 17                 | M      |
| 9. JOHN PHANGISA MAHLANGU      | 17                 | M      |
| 10. SIBUSISO MBULI             | 17                 | M      |
| <b>WARD 18</b>                 |                    |        |

| NAME & SURNAME WARD COUNCILLOR    | POSITON            | GENDER |
|-----------------------------------|--------------------|--------|
| .Van Huyssteen Nicolaas Cornelius | Ward 18 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER        | WARD               | GENDER |
| 1. PHILISIWE JUDITH NTULI         | 18                 | F      |
| 2. ERNST KLEYNHANS                | 18                 | M      |
| 3. NKOSINATHI WISEMAN KHUMALO     | 18                 | M      |
| 4. THEUNIS ROUX                   | 18                 | M      |
| 5. PETRUS WILLEM VAN ZYL          | 18                 | M      |
| 6. ELMARIE VAN HUYSTEEN           | 18                 | F      |
| 7. HLENGIWE LINDIWE MTHETHWA      | 18                 | F      |
| <b>WARD 19</b>                    |                    |        |
| NAME & SURNAME WARD COUNCILLOR    | POSITON            | GENDER |
| Mtsweni Thembinkosi Abram         | Ward 19 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER        | WARD               | GENDER |
| 1. FEZILE NONTENJANA              | 19                 | M      |
| 2. ISAYA LUKHELE                  | 19                 | M      |
| 3. TOBIUS NDWANDWE                | 19                 | M      |
| 4. ZAMEKA SYLVIA MTHUNZI          | 19                 | F      |
| 6. VUSUMUZI MAJOLA                | 19                 | M      |
| 7. NOMSA HARRIET MABUYA           | 19                 | F      |
| 8. LINDIWE SITHOLE                | 19                 | F      |
| <b>WARD 20</b>                    |                    |        |
| NAME & SURNAME WARD COUNCILLOR    | POSITON            | GENDER |
| Mabena Simon Sondag               | Ward 20 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER        | WARD               | GENDER |
| 1. MAFIKA MTSHA                   | 20                 | M      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 2. MKHULULI LITE               | 20                 | M      |
| 3. SYLVIA MBANJWA              | 20                 | F      |
| 4. NOKUTHULA RAMPHENG          | 20                 | F      |
| 5. MHLUPHEKI BOOI              | 20                 | M      |
| 6. PHILLEMONT MOYENI MTSWENI   | 20                 | M      |
| 7. THABSILE MOKOENA            | 20                 | F      |
| 8. DUDUZILE EUNICE MABUZA      | 20                 | F      |
| 9. DELANI TITUS NXUMALO        | 20                 | M      |
| 10. MASIKINI SITHOLE           | 20                 | F      |
| <b>WARD 21</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITION           | GENDER |
| Van Rooyen Engela Johanna      | Ward 21 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. SIZWE MONA                  | 21                 | M      |
| 2. HERMANUS ADRIAAN LOUW       | 21                 | M      |
| 3. ALWYN CARSTENS              | 21                 | M      |
| 4. LOUISA COETZEE              | 21                 | F      |
| 5. FREDERIC ENSLIN             | 21                 | M      |
| 6. LAUNA DEVIS                 | 21                 | F      |
| 7. SAMUEL MAHLASELA            | 21                 | M      |
| 8. DIRK DEVIS                  | 21                 | M      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 9.ARANDA NEL-BUITENDAG         | 21                 | F      |
| 10.THOMAS SIMELANE             | 21                 | M      |
| <b>WARD 22</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Ndaba Betty Bawinile           | Ward 22 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.Nomsa Clara Skhosana         | 22                 | f      |
| 2. JAN SIPHO SKHOSANA          | 22                 | M      |
| 3. NOKWESABA SINDANE           | 22                 | F      |
| 4. BUSISIWE S NKOSI            | 22                 | F      |
| 5. SALELENI S SHONGWE          | 22                 | F      |
| 6. MEISIE M KHAYIYANA          | 22                 | F      |
| 7. SUNNYBOY LUCKY NHLAPHO      | 22                 | M      |
| 8. SFISO JOSHUA MAHLANGU       | 22                 | M      |
| 9. JEREMIAH MANDLENKOSI GULIWE | 22                 | M      |
| 10. VUSI WALTER MOKOENA        | 22                 | M      |
| <b>WARD 23</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Ndinisa Bafana Johannes        | Ward 23 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.THANDI PAULINA MTHOMBENI     | 23                 | F      |
| 2. BERLINA SIMANOELE NKABINDE  | 23                 | F      |
| 3. VUSI DANIEL MPOLI           | 23                 | M      |
| 4. CHRIS BOYCE MKHWANAZI       | 23                 | M      |
| 6. BUTI CARLTON MALINGA        | 23                 | M      |
| 7. MADLOZI JACOB MAHLANGU      | 23                 | M      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 8. VUSIMUZI BEDNOCK MAHLANGU   | 23                 | M      |
| 9. SIPHO NHLAPHO               | 23                 | M      |
| 10. NOMSOMBULUKO DLADLA        | 23                 | F      |
| <b>WARD 24</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Masombuka Philile Paulos       | Ward 24 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.GODAN SIDU                   | 24                 | M      |
| 2. PHUMZILE ISABEL VILAKAZI    | 24                 | F      |
| 3.SIBONGILE NKOSI              | 24                 | F      |
| 4.MAID MAYISELA                | 24                 | F      |
| 5.THANDI MTSWENI               | 24                 | F      |
| 6.ZODWA SIMELANE               | 24                 | F      |
| 7.THULANI MASEKO               | 24                 | M      |
| 8. DOCTOR MELUSI MAVIMBELA     | 24                 | M      |
| 9.VUSI SIBIYA                  | 24                 | M      |
| 10. THEMBI MIYA                | 24                 | F      |
| <b>WARD 25</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Victor Naomie Sophia           | Ward 25 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. BUSIE NKOSI                 | 25                 | F      |
| 2. NOMANONO TSHAKA             | 25                 | F      |
| 3. SIBONGILE LINDA             | 25                 | F      |
| 4. DELIWE DLAMINI              | 25                 | F      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 5. ANITA MASHIANE              | 25                 | F      |
| 6. JOHANNES PRETORIUS          | 25                 | M      |
| 7. PETRUS JOHANNES CROTS       | 25                 | M      |
| 8. DANIEL JACOBUS BRUWER       | 25                 | M      |
| 9. HIGGINS JFP                 | 25                 | M      |
| 10                             |                    |        |
| <b>WARD 26</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Nkosi Nkosinathi Kenneth       | Ward 26 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.LUCAS T PHOLWANE             | 26                 | M      |
| 2. BONGANI MTHIMUNYE           | 26                 | M      |
| 3. THABISILE E MAZIBUKO        | 26                 | F      |
| 4. SABELO SALOM DLADLA         | 26                 | M      |
| 5. HOPE JACOB XABA             | 26                 | M      |
| 6. MEISIE MAHLANGU             | 26                 | F      |
| 7. MDUDUZI SHONGWE             | 26                 | M      |
| 8. BABHEKILE MATHEBULA         | 26                 | F      |
| 9. NOMADLOZI NKOSI             | 26                 | F      |
| 10. BONGANI VILAKAZI           | 26                 | M      |
| <b>WARD 27</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |

|                                |                                  |        |
|--------------------------------|----------------------------------|--------|
| Mtshali Philemon Doctor        | Ward 27 COUNCILLOR<br>MPAC CHAIR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD                             | GENDER |
| 1. LEONARD DOCTOR MNTAMBO      | 27                               | M      |
| 2. SBONGISENI SHIYANE DUBE     | 27                               | M      |
| 3. MDUDUZI THABETHE            | 27                               | M      |
| 4. SBUSISO MAHLANGU            | 27                               | M      |
| 5. SBONGILE SOKO               | 27                               | F      |
| 6. THANDI ELLEN MASILELA       | 27                               | F      |
| 7. LERATO NKAMBULE             | 27                               | F      |
| 8. MARIA MBONANI               | 27                               | F      |
| 9. GUGU HECTHAR MASHININI      | 27                               | F      |
| 10. RAINING BOY SKHOSANA       | 27                               | F      |
| <b>WARD 28</b>                 |                                  |        |
| NAME & SURNAME WARD COUNCILLOR | POSITION                         | GENDER |
| Van Baalen Johannes Andries    | Ward 28 COUNCILLOR               | M      |
| NAME WARD COMMITTEE MEMBER     | WARD                             | GENDER |
| 1. JEREMIA NGWENYA             | 28                               | F      |
| 2. THEMBI MAHLANGU             | 28                               | F      |
| 3. JABULILE MNGOMEZULU         | 28                               | F      |
| 4. DUMSANE MAHAMBA             | 28                               | M      |
| 5. THEMBI VILAKAZI             | 28                               | F      |
| 6. THEMBA MABUZA               | 28                               | M      |
| 7. LINDIWE MADONSELA           | 28                               | F      |
| 8. CONSTANCE NGWENYA           | 28                               | F      |



|                                |                    |        |
|--------------------------------|--------------------|--------|
| 9.MZIWAKHE MTHOMBENI           | 28                 | M      |
| 10.MAFIKA MOSES MAISELA        | 28                 | M      |
| <b>WARD 29</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Mtsweni Lucky Johannes         | Ward 29 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.JOHN PHUNGWAYO               | 29                 | M      |
| 2.TOPIE THEMBI MAHIKE          | 29                 | F      |
| 3. JHONES MGUZULU              | 29                 | M      |
| 4.GIFT ZENZELE MNGUNI          | 29                 | M      |
| 5. MAKHOSAZANA NDHLOVU         | 29                 | F      |
| 6. MAGGIE MATSEMELA            | 29                 | F      |
| 7. MDUDUZI MTSWENI             | 29                 | M      |
| 8. ISAAC MVULA KETSEKILE       | 29                 | M      |
| 9. ANTIE BELLA NDLOVU          | 29                 | F      |
| <b>WARD 30</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Baker Tarnia Elena             | Ward 30 COUNCILLOR | F      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.DALLEN VAN DYK               | 30                 | F      |
| 2. WESSEL VAN DYK              | 30                 | M      |
| 3. AMANDA DE LANGE             | 30                 | F      |
| 4. ATTIE KEMP                  | 30                 | M      |

|                                |                    |        |
|--------------------------------|--------------------|--------|
| 5. DA ALLBRICHT                | 30                 | M      |
| 6. MARIA JOHANNA BURGER        | 30                 | F      |
| 7. FRANCES MERRIFIELD          | 30                 | F      |
| 8. ANDRIES NANYANE             | 30                 | M      |
| 9. W SPANGENBERG               | 30                 | M      |
| <b>WARD 31</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Nkosi Mfanufikile Johan        | Ward 31 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1. SIBONGILE NELLY NKOSI       | 31                 | F      |
| 2. JIM ZABLON NKOSI            | 31                 | M      |
| 3. ABSALOM MKWEBANE            | 31                 | M      |
| 4. DECEMBER DAVID MAKHUBO      | 31                 | M      |
| 5. ZIBUSE NZIMANDE             | 31                 | M      |
| 6.FUFU JOHANNES THABETHE       | 31                 | M      |
| 7. SIMPHIWE BUTHELEZI          | 31                 | M      |
| 8. NKAMBULE CAROLINE           | 31                 | F      |
| 9. THULANI MPANZA              | 31                 | M      |
| 10. SISANA HENDRIETTAE NKOSI   | 31                 | F      |
| <b>WARD 32</b>                 |                    |        |
| NAME & SURNAME WARD COUNCILLOR | POSITON            | GENDER |
| Mvundla Welcome Linda          | Ward 32 COUNCILLOR | M      |
| NAME WARD COMMITTEE MEMBER     | WARD               | GENDER |
| 1.SIMON MBONANI                | 32                 | M      |
| 2. SIPHO WELANI                | 32                 | M      |

|                           |    |   |
|---------------------------|----|---|
| 3.FIKILE THWALA           | 32 | F |
| 4. NTOMBIKAYISE KHANYE    | 32 | F |
| 5. BETHUEL ZUNGUZA        | 32 | M |
| 6. SARAH SIBANYONI        | 32 | F |
| 7. VIRGINIA NOMUSA MBATHA | 32 | F |
| 8. MESHACK MAHLANGU       | 32 | M |
| 9. JABU MOSES MLANGENI    | 32 | M |
| 10. ANNA SPENGE MNISI     | 32 | F |

| PUBLIC MEETING 2015/2016 |                                       |                                     |  |                                       |  |
|--------------------------|---------------------------------------|-------------------------------------|--|---------------------------------------|--|
| Ward No                  | Nature & purpose of meeting           | Number of participating councillors | Number of participating Municipal administrators | Number of community members attending | Issues addressed Yes/No  |
| 1.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 150                                   | Yes<br>Unemployment,sewer, status roads  |
| 2.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 102                                   | Residential stands, street lights, roads   |
| 3.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 200                                   | Yes<br>Unemployment,sewer, status roads  |
| 4.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 205                                   | Yes<br>Unemployment,sewer, status roads,indigent registration                        |
| 5.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 50                                    | Yes<br>Potholes  |
| 6.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 170                                   | Yes<br>Unemployment,roads, street lights   |
| 7.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 250                                   | Yes<br>Unemployment,potholes, street lights,trapping electricity,crime               |
| 8.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 170                                   | Yes<br>Unemployment,roads, street lights,trapping electricity                        |
| 9.                       | Community meeting<br>To give feedback | Ward councillor and PR councillor   | 1 Public Participation Officer                   | 200                                   | Yes<br>Unemployment,sewer, status roads, trapping electricity, indigent registration |

|     |                                       |                                   |                                |     |  |
|-----|---------------------------------------|-----------------------------------|--------------------------------|-----|--|
| 10. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 180 | Yes<br>Unemployment, roads, street lights, trapping electricity        |
| 11. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 150 | Yes<br>Unemployment, roads, street lights, trapping electricity, sewer |
| 12. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 140 | Sewer,<br>Unemployment, roads, street lights, trapping electricity     |
| 13. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 155 | Unemployment, roads, street lights, trapping electricity, sewer        |
| 14. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 246 | Unemployment, roads, street lights, trapping electricity, sewer        |
| 15. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 260 | Eviction of farm dwellers, water and electricity                       |
| 16. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 180 | Illegal land invasion, sewer, roads                                    |
| 17. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 70  | Water leakages, potholes,  |
| 18. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 30  | Potholes, water leakages   |
| 19. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 300 | Unemployment, roads, street lights, trapping electricity, sewer        |
| 20. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 207 | Unemployment, roads, street lights, trapping electricity, sewer        |
| 21. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 47  | Potholes, water leakages   |

|     |                                       |                                   |                                |     |   |
|-----|---------------------------------------|-----------------------------------|--------------------------------|-----|---|
| 22. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 250 | Roads, high billing, VIP toilets                                |
| 23. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 159 | Roads, trapping electricity, electricity                        |
| 24. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 240 | Trapping electricity, water leakages, indigent                  |
| 25. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 40  | Potholes, water leakages  |
| 26. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 230 | Trapping electricity, water leakages, indigent                  |
| 27. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 160 | Trapping electricity, water leakages, indigent                  |
| 28. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 150 | Potholes, water leakages, sewer                                 |
| 29. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 250 | Open electricity boxes, water leakage                           |
| 30. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 30  | Potholes, water leakages  |
| 31. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 280 | Unemployment, roads, street lights, trapping electricity, sewer |
| 32. | Community meeting<br>To give feedback | Ward councillor and PR councillor | 1 Public Participation Officer | 190 | Unemployment, roads, street lights, trapping electricity, sewer |

## APPENDIX F – WARD INFORMATION

| WARD INFORMATION                      |                             |
|---------------------------------------|-----------------------------|
| WARD NAME/ AREA                       | WARD NAME/ AREA             |
| 1<br>Leandra and part of Kinross town | 17<br>Evander               |
| 2<br>Lebohang                         | 18<br>Evander               |
| 3<br>Lebohang                         | 19<br>Embalenhle            |
| 4<br>Embalenhle                       | 20<br>Secunda               |
| 5<br>Secunda town                     | 21<br>Secunda               |
| 6<br>Lebohang                         | 22<br>Bethal                |
| 7<br>Embalenhle                       | 23<br>Bethal                |
| 8<br>Embalenhle                       | 24<br>Bethal                |
| 9<br>Embalenhle                       | 25<br>Secunda and Trichardt |
| 10<br>Embalenhle                      | 26<br>Bethal                |
| 11<br>Embalenhle                      | 27<br>Bethal                |
| 12<br>Embalenhle                      | 28<br>Bethal                |
| 13<br>Embalenhle                      | 29<br>Embalenhle            |
| 14<br>Embalenhle                      | 30<br>Secunda               |
| 15<br>Bethal                          | 31<br>Embalenhle            |
| 16                                    | 32<br>Embalenhle            |

## APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2015/2016

### RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2015/2016

| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR   |
|--------------|--|
| 18-Sep-15    | <b>AUDITOR-GENERAL ENGAGEMENT LETTER AND AUDIT STRATEGY</b><br>That the Engagement Letter and Audit Strategy received from the Office of the Auditor-General with regards to the audit of the 2014/2015 financial year <b>BE ACKNOWLEDGED</b> .  |
| 18-Sep-15    | <b>RISK MANAGEMENT REPORT FOR THE FOURTH QUARTER OF THE 2014/2015 FINANCIAL YEAR ENDED 30 JUNE 2015</b><br>That the Risk Management Report for the fourth quarter of the 2014/2015 financial year ended 30 June 2015, as contained in the Audit Committee agenda dated 18 September 2015, <b>BE ACKNOWLEDGED</b> .   |
| 18-Sep-15    | <b>ANNUAL RISK MANAGEMENT COMMITTEE REPORT</b><br>That the Annual Risk Management Committee report for the 2014/2015 financial year, as compiled by the Chairperson of the Risk Management Committee and as contained in the Audit Committee agenda dated 18 September 2015, <b>BE ACKNOWLEDGED</b> .  |
| 18-Sep-15    | <b>INTERNAL AUDIT REPORTS FOR THE FOURTH QUARTER OF THE 2014/2015 FINANCIAL YEAR ENDED 30 JUNE 2015</b><br>That the Internal Audit Reports for the fourth quarter of the 2014/2015 financial year ended 30 June 2015, as contained in the Audit Committee agenda dated 18 September 2015, <b>BE ACKNOWLEDGED</b> .   |
| 18-Sep-15    | <b>MEETING SCHEDULE FOR THE 2015/2016 FINANCIAL YEAR</b><br>That the meeting schedule of the Audit Committee for the remainder of the 2015/2016 financial year <b>BE APPROVED</b> as follows: <ul style="list-style-type: none"> <li>- 16 October 2015 for consideration of quarter one reports.</li> <li>- 15 January 2016 for consideration of quarter two reports.</li> <li>- 15 April 2016 for consideration of quarter three reports.</li> <li>- 15 July 2016 for consideration of quarter four reports.</li> </ul> |
| 18-Sep-16    | <b>AUDIT COMMAND LANGUAGE (ACL) PRESENTATION BY CQS</b><br>That the presentation of CQS on its financial system <b>BE ACKNOWLEDGED</b>   |
| 18-Sep-16    | <b>FINANCIAL PERFORMANCE REPORT FOR THE FOURTH QUARTER OF THE 2014/2015 FINANCIAL YEAR ENDED 30 JUNE 2015</b>  |



| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR  |
|--------------|---|
|              | That the financial performance report for the fourth quarter of the 2014/2015 financial year ended 30 June 2015, as contained in the Audit Committee agenda dated 18 September 2015, <b>BE ACKNOWLEDGED</b> .   |
|              | That the Council <b>GIVE CONSIDERATION</b> on how to deal with the impact of the loss of income on the Capital Budget, over and above the Revenue Enhancement Plan, and that management should table to it a report on the material losses in income and the impact of the revenue enhancement strategy, with the key focus areas on material losses.   |
| 18-Sep-16    | <b>PROGRESS ON REVENUE ENHANCEMENT PLAN</b>   |
|              | That the report on the municipality's progress with regards to the quick wins revenue collection and overall revenue collection assessment <b>BE ACKNOWLEDGED</b> .   |
| 16-Nov-15    | <b>Financial Quarterly report (Q1)</b>  |
|              | The Audit Committee expressed its concern that point 3 under item 6.1 is still not being implemented:   |
|              | 2. That the implementation of the Supply Chain Management Policy during the first quarter of the 2015/2016 financial year, as contained in the Audit Committee meeting agenda dated 16 November 2015, <b>BE ACKNOWLEDGED</b> .  |
|              | 3. That all future quarterly reports must <b>INCLUDE</b> the following:<br>3.1. A detailed analysis of the municipality's financial sustainability.<br>3.2. The monthly income figures must show which part of the monthly income was derived from the accounts issued for the specific month and which part was derived from the arrear payment arrangements.<br>3.3. The results of the debt collection initiatives.+ |
| 16-Nov-15    | <b>2015/2016 INTERNAL AUDIT REPORTS FOR THE FIRST QUARTER ENDED 30 SEPTEMBER 2015</b>   |
|              | That the 2015/2016 Internal Audit Reports for the first quarter ended 30 September 2015, as contained in the Audit Committee meeting agenda dated 16 November 2015, <b>BE ACKNOWLEDGED</b> .  |
|              | That the Chief Financial Officer <b>IMPLEMENT</b> measures to ensure that bookkeeping is improved as most of the audit findings are related to poor bookkeeping.  |
| 16-Nov-15    | <b>2015/2016 PERFORMANCE AND EVALUATION REPORT FOR THE FIRST QUARTER ENDED 30 SEPTEMBER 2015</b>  |
|              | That the 2015/2016 Performance and Evaluation Report for the first quarter ended 30 September 2015, as contemplated in Section 52 of the Local Government Municipal Finance Management Act, Act 56 of 2003, and as contained in the Audit Committee meeting agenda dated 16 November 2015, <b>BE ACKNOWLEDGED</b> .   |
|              | That future performance and evaluation reports are to <b>INCLUDE</b> detailed remedial measures for departments achieving less than 80% of their predetermined objectives.  |
| 16-Nov-15    | <b>REVENUE ENHANCEMENT PROGRESS REPORT</b>  |

| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR   |
|--------------|--|
|              | <p>That the Revenue Enhancement report for the first quarter of the 2015/2016 financial year BE ACKNOWLEDGED.</p> <p>That the municipality must ENSURE that the data collected by NICS must remain the municipality's property at the end of the contract period.</p>  |
| 16-Nov-15    | <p><b>STAFF MIGRATION PROGRESS REPORT</b></p> <p>That it <b>BE ACKNOWLEDGED</b> that the migration process will be finalized in January 2016 whereafter a close-up report will be developed to confirm the finalization of the migration process of the Govan Mbeki Municipality.</p>  |
| 16-Nov-15    | <p><b>2015/2016 CASE (LITIGATION) MANAGEMENT REPORT FOR THE FIRST QUARTER ENDED 30 SEPTEMBER 2015</b></p> <p>That the 2015/2016 Case (litigation) Management Report for the first quarter ended 30 September 2015, as contained in the Audit Committee meeting agenda dated 16 November 2015, BE <b>ACKNOWLEDGED</b>.</p>  |
| 16-Nov-15    | <p><b>PRESENTATION: DRAFT MANAGEMENT REPORT</b></p> <p>That once the Office of the Auditor-General and management have concluded the engagements on the Draft Management Report a meeting be convened to discuss the said report.</p>  |
| 18-Jan-16    | <p><b>Audit report and management report for the 2014/2015 financial year</b></p> <p>That the Auditor-General's Final Management Report dated 30 June 2015 and the Auditor-General's Report to the Council of the Govan Mbeki Municipality on the 2014/2015 Annual Financial Statements BE <b>TABLED</b> to Council.</p> <p>That a meeting BE <b>ARRANGED</b> with the Auditor-General to discuss the findings in its Final Management Report in detail in order to understand the root causes thereof.</p> <p>That Management is to <b>SUBMIT</b> a detailed action plan to address the finding of the Auditor-General at the above-mentioned meeting.</p> <p>That the Executive Mayor BE <b>INVITED</b> to the above-mentioned meeting.</p> <p>That henceforth the Chairperson of the Audit Committee BE <b>GIVEN</b> the opportunity to present its quarterly reports to Council.</p> <p>That a resolution register BE <b>CREATED</b> to track the implementation of resolutions passed by Council based on the recommendations of the Audit Committee.</p> |
| 3/3/2016     | <p><b>AC Decision register</b></p> <p>5.2.1. The Audit Committee requested the introduction of a <del>%</del>decision register+under matters arising from the minutes which should include an action plan for each of its decisions+, who the responsible official is and timelines.</p> <p>5.2.2. The Audit Committee requested that all its <del>%</del>decisions+must remain in the register even if completed.</p>   |
| 3/3/2016     | <b>Financial Quarterly report (Q2)</b>   |

| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR  |
|--------------|---|
|              | 6.1.1. That the financial performance report for the second quarter of the 2015/2016 financial year, which ended on the 31st of December 2016, and which prepared and tabled in accordance with Section 52(d) and 71 of the Local Government: Municipal Finance Management Act, Act 56 of 2003, and Section 28 of the Government Notice 32141, BE ACKNOWLEDGED. |
|              | That Council ADDRESS the municipality's dependence on debt collection firms whilst having a section within the Finance Department to performance said function, led by the Deputy Director Revenue Management.  |
|              | That the Eskom Repayment Plan BE REFLECTED in future financial quarterly performance reports.   |
|              | That future financial quarterly performance reports must LIST the challenges faced, action plans to address the challenges and who the responsible officials are.   |
| 3/3/2016     | <b>2015/2016 Mid-year budget</b>  |
|              | That the 2015/2016 Mid-year Financial Assessment Report for the period ending 31 December 2015 (as contained in the Audit Committee meeting agenda dated 4 March 2016) BE ACKNOWLEDGED.   |
|              | That more information BE INCLUDED when providing reasons for deviations because if deviations are not properly motivated they may be audited as irregular expenditure.  |
|              | That the Internal Audit Section REVIEW the reasons given by departments for the deviations before the report is finalized for submission.   |
| 3/3/2016     | <b>(AC06/03/2016) Quartely Internal Audit reports</b>   |
|              | That the 2015/2016 Quarterly Internal Audit Reports for the second quarter ended 31 December 2015, and as contained in the Audit Committee meeting agenda dated 4 March 2016, BE ACKNOWLEDGED.  |
|              | That strict control over the implementation and adherence to policies BE PUT IN PLACE with consequence management.  |
|              | That the following changes to the internal audit annual plan BE ACKNOWLEDGED:<br>- Traffic management be audited in quarter 2<br>- Risk Management be audited in quarter 3  |
| 3/3/2016     | <b>(AC07/03/2016)<br/>2015/2016 MID-YEAR PERFORMANCE ASSESSMENT REPORT</b>  |
|              | That the 2015/2016 Mid-term Performance Evaluation Report for the period ending 31 December 2015 BE ACKNOWLEDGED.   |
| 3/3/2016     | <b>AC08/03/2016<br/>RISK MANAGEMENT COMMITTEE REPORT FOR THE 2ND QUARTER OF THE 2015/2016 FINANCIAL YEAR</b>  |
|              | That the Risk Management Committee report for the 2nd quarter of the 2015/2016 financial year BE ACKNOWLEDGED.  |

| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR  |   |
|--------------|---|---|
|              | That the Risk Management Committee Charter <b>BE AMENDED</b> to compel the chairperson to attend Audit Committee meetings.  |   |
| 3/3/2016     | <b>AC09/03/2016</b><br><b>RISK REGISTER PROGRESS REPORT FOR THE 2ND QUARTER OF THE 2015/2016 FINANCIAL YEAR</b>   |   |
|              | That the risk register progress report for the 2nd quarter of the 2015/2016 financial year <b>BE ACKNOWLEDGED</b>   |   |
|              | That future reports <b>INCLUDE</b> the complete Risk Register for the Audit Committee to perform its oversight role.  |   |
|              | That the Risk Committee is to pay more <b>ATTENTION</b> to the risk management issues contained in legislation.   |   |
| 3/3/2016     | <b>AC10/03/2016</b><br><b>REMOVAL OF NON-PERFORMING AUDIT COMMITTEE MEMBER: WE HUMA</b>   |   |
|              | That it <b>BE ACKNOWLEDGED</b> that Council has terminated the appointment of Mr. WE Huma to the Audit Committee.   |   |
|              | That it <b>BE ACKNOWLEDGED</b> that a new member of the Govan Mbeki Municipality Audit Committee will be appointed in terms of Section 166 of the Local Government: Municipal Finance Management Act, Act 56 of 2003. |   |
|              | That it <b>BE ACKNOWLEDGED</b> that the vacancy will only be filled with the appointment of the new Audit Committee in 2017.  |   |
| 3/3/2016     | <b>AC11/03/2016</b><br><b>MEETING SCHEDULE FOR THE REMAINDER OF 2016</b>  |   |
|              | That the meeting schedule for the remainder of 2016 <b>BE APPROVED</b> as follows:  |   |
|              | <b>Date</b><br>13 May 2016<br>19 August 2016<br>19 September 2016   | <b>Programme</b><br>Second quarter<br>Third quarter<br>Fourth quarter |
| 10-Jun-16    | <b>2015/2016 QUARTERLY INTERNAL AUDIT REPORTS FOR THE THIRD QUARTER ENDED MARCH 2016</b>  |   |
|              | That the 2015/2016 Quarterly Internal Audit Reports for the third quarter ended 31 March 2016, and as contained in the Audit Committee meeting agenda dated 10 June 2016, <b>BE NOTED</b> .                           |   |
| 10-Jun-16    | <b>OPERATION CLEAN AUDIT REPORT (OPCA) MAY 2016</b>   |   |
|              | That the OPCA report <b>BE UPDATED</b> and <b>BE DISTRIBUTED</b> to all Audit Committee members by the 17 <sup>th</sup> of June 2016.   |   |
|              | That a new OPCA report <b>BE DRAFTED</b> before the end of June 2016 and that it must include a cover page to show progress as a percentage.  |   |

| MEETING DATE | AUDIT COMMITTEE RECOMMENDATIONS FOR THE 2015/16 FINANCIAL YEAR   |
|--------------|--|
| 10-Jun-16    | <b>ROLLING THREE YEAR STRATEGIC INTERNAL AUDIT PLAN 2016/2017 - 2018/2019 AND ANNUAL INTERNAL AUDIT PLAN FOR THE PERIOD ENDING 30 JUNE 2017</b>  |
|              | That the rolling three year strategic Internal Audit Plan 2016/2017 - 2018/2019 and the Annual Internal Audit Plan for the period ending 30 June 2017, as contained in the Audit Committee agenda dated 10 June 2016, BE APPROVED. |
| 10-Jun-16    | <b>INTERNAL AUDIT CHARTER 2016</b>   |
|              | That the Internal Audit Charter 2016, as contained in the Audit Committee agenda dated 10 June 2016, BE APPROVED, subject to the addition of an %assurances+clause.  |
| 10-Jun-16    | <b>AUDITOR GENERAL'S ICT AUDIT FINDINGS 2014/2015</b>  |
|              | That the report on the measures taken to address the Auditor-General's findings on ICT related matter during the 2014/2015 financial year BE NOTED.  |
|              | That the report BE UPDATED with due dates and BE CIRCULATED to the Audit Committee members.  |
| 10-Jun-16    | <b>RISK MANAGEMENT REPORT FOR THE 3RD QUARTER OF THE 2015/2016 FINANCIAL YEAR</b>  |
|              | That the Risk Management Committee report for the 3rd quarter of the 2015/2016 financial year BE NOTED.  |
|              | That the Council should CONSIDER making risk management a function of the Audit Committee.   |
| 10-Jun-16    | <b>AUDIT COMMITTEE CHARTER 2016 REVIEW</b>   |
|              | That the Chairperson and the Chief Audit Executive amend the Audit Committee Charter whereafter it be tabled to the next meeting for consideration.  |
| 10-Jun-16    | <b>2015/2016 FINANCIAL PERFORMANCE REPORT FOR QUARTER ENDED 31 MARCH 2016</b>  |
|              | That the 2015/2016 Financial Performance Report for the Quarter ending 31 March 2016 submitted in terms of Section 52(d) and 71 of the MFMA, and Section 28 of the Government Notice 32141 BE ACKNOWLEDGED.                        |
|              | That a report BE TABLED at the next meeting to explain the cash flow deviations in the budget adjustment.  |

## **AUDIT COMMITTEE REPORT ON AUDIT OUTCOME 2015/2016**

### **1. Introduction**

We are pleased to present the Annual Audit Committee Report for Govan Mbeki Local Municipality for the financial year ended 30 June 2016. As required by section 166(2) of the Municipal Finance Management Act, 56 of 2003, the Audit Committee report is prepared as prescribed by section 166(2) of the MFMA and in line with the recommendations of the King III report on Corporate Governance for South Africa 2009 and its Code of Governance Principles. The Audit Committee is an independent statutory body committee appointed by the Municipal Council. Further duties are delegated to the Audit Committee by Council and are in line with the approved Audit Committee Terms of Reference. The Terms of Reference are set out in the Audit Committee Charter, which is reviewed and approved by Council annually. This report includes both such duties.

### **2. Audit Committee Responsibility**

The Audit Committee reports that it has complied with its responsibilities arising from section 166 of the Municipal Finance Management Act. The Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs during the past financial period in accordance with these terms of reference/Charter and has discharged all its responsibilities as contained therein.

The terms of reference are set out in the Audit Committee Charter, which is approved by Council and it is continuously reviewed and updated for changes in legislation, business circumstances, and corporate governance practices. The Audit Committee confirms that, it has complied with its statutory obligations and has discharged its duties in accordance with the Charter.

The role of the Audit Committee as defined by section 166 of the Municipal Finance Management Act is as follows:

To advise Council municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to:

- interim financial control and internal audits;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management
- Effective governance
- Compliance with Municipal Finance Management Act, the annual Division of Revenue Act and any other applicable legislation
- Performance evaluation; and
- Any other issues referred to it by the municipality

## 2. Audit Committee Members and Attendance

The Audit Committee consist of five members who collectively have sufficient qualifications and experience to fulfil their duties. The membership of one member was terminated by Council due to non-attendance of meetings. The composition is as follows:

- Ms. KG Mbonambi (Chairperson)
- Ms. CN Nkuna
- Mr. S Simelane (CA) SA
- Mr. SD Mahlasela
- Advocate WE Huma\*

None of the above members are officials of the Municipality. All the members of the Committee are independent, with no interests in the management or conduct of the business of the Municipality.

The Audit Committee held five (5) meetings during the period in accordance with its approved terms of reference. Attendance at these meetings is shown in the table below:

| Name of Member                | Attendance | Apology | Total | Percentage attendance |
|-------------------------------|------------|---------|-------|-----------------------|
| Ms. KG Mbonambi (Chairperson) | 3          | 2       | 5     | 60%                   |
| Ms. CN Nkuna                  | 2          | 0       | 5     | 40%                   |
| Mr. SD Mahlasela              | 5          | 0       | 5     | 100%                  |
| Mr. SP Simelane               | 5          | 0       | 5     | 100%                  |
| Advocate WE Huma*             | 0          | 0       | 5     | 0%                    |

The Auditor-General South Africa has a standing invitation to attend Audit Committee meetings. The Municipal Manager, Chief Financial Officer, Chief Risk Officer, Chief Audit Executive, and other key executive members are required to attend the meetings of the Committee. The Chief Audit Executive, Auditor-General, and Management are afforded individual closed sessions with the Committee.

### **3. Summary of the main activities undertaken by the Audit Committee**

#### **3.1 Effectiveness of Internal Controls**

The committee has considered the work performed by Internal Audit on a quarterly basis and has reviewed the internal controls findings raised for the year ending 30 June 2016.

The majority of audit findings reported to the committee related to the control environment, control activities, information and communication, and monitoring.

The results of the audits performed indicated either a lack of documented policies and procedure, inadequacy of existing policies, therefore not properly implemented.

#### **3.2 Information and Communication Technology**

The Audit Committee reviewed the progress with respect to the ICT Governance. Although there was significant progress on the ICT's internal control, the Audit Committee report its dissatisfaction with minimal progress made with the implementation of the Disaster Recovery Plan and the business Continuity Plan. This continued to be a high risk for the Municipality.

#### **3.3 Internal Audit**

The Audit Committee assessed the adequacy and effectiveness of the Internal Audit Unit and is satisfied that the internal audit plan represent a clear alignment with the key risks, has adequate information systems coverage, and a good balance across the different categories of audits, i.e. risk-based, mandatory, performance, computer and follow up audits. The Committee is also pleased that Internal Audit managed to execute 100% of the planned audits.

The Committee has also reviewed and approved the risk based three year rolling plan, which included the operational plan for the year ending 30 June 2016 and reviewed and approved the Internal Audit Charter.

The Internal Audit work conducted during the year focused on a financial, compliance, asset management and supply chain management control process, an assessment of the ICT processes and controls, and a review of performance information. Weaknesses identified have been reported to management and the Internal Audit conducting audit follow-ups to ensure that audit findings are being addressed and corrective measures are implemented to avoid re-occurrence of such deficiencies.

The Audit Committee wishes to stress that in order for the Internal Audit Unit to operate at optimal level as expected by the Committee, the shortage in human resources should be addressed.



### **3.4 Audit review of predetermined objectives**

The Audit Committee is pleased to report that there has been some significant improvement in performance management function. In the previous years, the Auditor General's review of performance against predetermined objectives were not SMART (specify, measurable, accurate, reliable and time-bound). In the Auditor General's report for the year ending 30 June 2016, the information was not reliable for two development priorities.

The Committee recommends that further attention is needed to ensure that the Municipality identifies and retains sufficient evidence across all its performance programmes. The Auditor General has reviewed the audit methodology which will affect the 2016/17 financial year.

### **3.5 External Audit**

The Audit Committee has reviewed the annual financial statements and made recommendations to Council for approval and also performed the following:

- Considered with management the quality and effectiveness of the external audit process, areas of concern and the improvement plans being developed to mitigate identified risks;
- Reviewed the significant accounting practices, judgements and estimates adopted by the organisation in the application of Generally Recognised Accounting Practices (GRAP), and found those to be appropriate;
- Reviewed the significant accounting policies adopted by the organisation and all proposed changes in accounting policies and practices, and recommended any changes considered appropriate in terms GRAP to Council for approval;
- Received and reviewed reports from the external auditor concerning the effectiveness of the organisation's internal control environment, systems, and process;
- Ensured that, there is a process for the Audit Committee to be informed of any reportable irregularities (as identified in the Audit Profession Act) identified and reported by the external auditor.

Upon review of the quarterly financial reports and the annual financial statements, the Committee is concerned with the financial viability (Going concern) of the Municipality. The creditor payment and debtor collection period (after impairments) are higher than normal. Meaning the that municipality is unable to pay creditors as and when they become due and collect municipal debts within a reasonable time.

The Audit Committee confirms that it has met with the Auditor General South Africa and that there are no unresolved issues.

The Committee draws attention to the emphasis of matters and other paragraphs contained in the Auditor General's report.

### **3.6 Risk Management**

The Audit Committee notes that an Independent Risk Management Chairperson was appointed during the period under review and progress on risk management has been reported to the Audit Committee on a quarterly basis. Management should take full responsibility for the entire Enterprise Risk Management process and continue to support the appointed Risk Management Chairperson and Chief Risk Officer to further enhance the performance of the Municipality.

### **3.7 Implementation of corrective actions**

The Internal Auditors and the Auditor General's reviews shows that a significant amount of the audit committee recommendations made and accepted were implemented with appropriate corrective actions.

### **Conclusion**

The Committee is pleased with the progress made by the Govan Mbeki Municipality in improving overall governance and risk management.

The Committee concurs and accepts the conclusions of both the Internal Audit and the Auditor General. The Committee is of the opinion that the audited Annual Financial Statements should be accepted and read together with the Report of the Auditor General.

This report is submitted to Council for consideration. Our recommendations are meant to assist with the improvement of control environment and internal controls in general. Council is urged to support the implementation of the Audit Committee recommendations by management.

---

**S. Simelane CA (SA)**

**Chairperson: Audit Committee**

## **APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS**

None

The Municipality does not have contracts that are longer than three (3) years.

## **APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE**

None.

The municipality does not have an entity

## APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

| 2015/2016<br>DISCLOSURES OF FINANCIAL INTERESTS BY COUNCILLORS |                                      |                                   |                      |
|--|--------------------------------------|-----------------------------------|----------------------|
| Council Member   | Full Time<br>/Part<br>Time:<br>FT/PT | *Ward and/or Party<br>Represented | Disclosure<br>Status |
| Masina LL, Executive Mayor                                     | FT                                   | PR / ANC                          | Nil                  |
| Gwiji CV, Speaker  | FT                                   | PR / ANC                          | Nil                  |
| Khayiyana MZC, MMC Finance                                     | FT                                   | PR / ANC                          | Nil                  |
| Mahlangu BS, MMC Planning &<br>Development                     | FT                                   | PR / ANC                          | Nil                  |
| Nkambule FB, MMC Community<br>Services                         | FT                                   | PR / ANC                          | Nil                  |
| Ngxonono YT, MMC Technical<br>Services                         | FT                                   | PR / ANC                          | Nil                  |
| Nkosi NE, MMC Corporate Services                               | FT                                   | PR / ANC                          | Nil                  |
| Badenhorst HJ  | PT                                   | PR / DA                           | Nil                  |
| Bosch PR (elected to Ward 30 on<br>2/07/2014)                  | PT                                   | 30 / DA                           | Nil                  |
| Buthelezi TM   | PT                                   | PR / ANC                          | Nil                  |
| Denny TM   | PT                                   | 5 / DA                            | Nil                  |

| <b>2015/2016<br/>DISCLOSURES OF FINANCIAL INTERESTS BY COUNCILLORS</b> |                                    |                                       |                          |
|--|------------------------------------|---------------------------------------|--------------------------|
| <b>Council Member</b>  | <b>Full Time /Part Time: FT/PT</b> | <b>*Ward and/or Party Represented</b> | <b>Disclosure Status</b> |
| De Vries GR (took office 1/01/2014)                                    | PT                                 | PR / FF Plus                          | Nil                      |
| Kubheka MN (took office 1/08/2013, resigned 20/03/2015)                | PT                                 | PR/ DA                                | Nil                      |
| Labuschagne PJ   | PT                                 | PR / DA                               | Nil                      |
| Lekoloane ML   | PT                                 | PR / DA                               | Nil                      |
| Mabena SS  | PT                                 | 20 / ANC                              | Nil                      |
| Mahlangu BD  | PT                                 | 9 / ANC                               | Nil                      |
| Mahlangu SS  | PT                                 | PR / DA                               | Nil                      |
| Majozi NE  | PT                                 | PR / ANC                              | Nil                      |
| Makola MB  | PT                                 | 17 / ANC                              | Nil                      |
| Makhaye SA, Chief Whip   | FT                                 | 3 / ANC                               | Nil                      |
| Manzi NE (resigned 1/06/2015)  | PT                                 | PR / DA                               | Nil                      |
| Masango JM   | PT                                 | 1 / ANC                               | Nil                      |
| Masango SA   | PT                                 | PR / ANC                              | Nil                      |
| Masina HS  | PT                                 | PR / ANC                              | Nil                      |
| Masombuka PP(died 18/09/2014)  | PT                                 | 24 / ANC                              | Nil                      |

| <b>2015/2016</b><br><b>DISCLOSURES OF FINANCIAL INTERESTS BY COUNCILLORS</b> |                                    |                                       |                          |
|--|------------------------------------|---------------------------------------|--------------------------|
| <b>Council Member</b>  | <b>Full Time /Part Time: FT/PT</b> | <b>*Ward and/or Party Represented</b> | <b>Disclosure Status</b> |
| Masombuka SM (took office 01/05/2015)  | PT                                 | PR / DA                               | Nil                      |
| Mayisa JS  | PT                                 | PR / ANC                              | Nil                      |
| Mathabe NM   | PT                                 | 12 / ANC                              | Nil                      |
| Mathebula SB   |                                    | PR / DA                               | Nil                      |
| Mkhwanazi ZG   | PT                                 | PR / ANC                              | Nil                      |
| Mngomezulu MP  | PT                                 | PR / ANC                              | Nil                      |
| Motaung AD   | PT                                 | 11 / ANC                              | Nil                      |
| Mtshali PD, MPAC Chairperson   | FT                                 | 27 / ANC                              | Nil                      |
| Mtsweni MJ   | PT                                 | 15 / ANC                              | Nil                      |
| Mtsweni LJ   | PT                                 | 29 / ANC                              | Nil                      |
| Mtsweni TA   | PT                                 | 19 / ANC                              | Nil                      |
| Mtsweni TP (elected 8/01/2015)   | PT                                 | 24 / ANC                              | Nil                      |
| Mvundla WL   | PT                                 | 32 / ANC                              | Nil                      |
| Mzinyane TE  | PT                                 | PR / ANC                              | Nil                      |
| Ndaba BB   | PT                                 | 22 / ANC                              | Nil                      |
| Ndinisa BJ   | PT                                 | 23 / ANC                              | Nil                      |

| <b>2015/2016</b><br><b>DISCLOSURES OF FINANCIAL INTERESTS BY COUNCILLORS</b> |                                    |                                       |                          |
|--|------------------------------------|---------------------------------------|--------------------------|
| <b>Council Member</b>  | <b>Full Time /Part Time: FT/PT</b> | <b>*Ward and/or Party Represented</b> | <b>Disclosure Status</b> |
| Ndlovu SJ  | PT                                 | 10 / ANC                              | Nil                      |
| Nhlapo MD  | PT                                 | 16 / ANC                              | Nil                      |
| Nkabinde JB  | PT                                 | PR / ANC                              | Nil                      |
| Nkabinde MA  | PT                                 | 6 / ANC                               | Nil                      |
| Nkosi MJ   | PT                                 | 31 / ANC                              | Nil                      |
| Nkosi NK   | PT                                 | 26 / ANC                              | Nil                      |
| Ntuli GN   | PT                                 | PR / ANC                              | Nil                      |
| Nxumalo NJ   | PT                                 | PR / ANC                              | Nil                      |
| Nzama PG   | PT                                 | 4 / ANC                               | Nil                      |
| Pretorius RJ   | PT                                 | PR / COPE                             | Nil                      |
| Sibande ES   | PT                                 | 13 / ANC                              | Nil                      |
| Tlou DL  | PT                                 | 2 / ANC                               | Nil                      |
| Tsotetsi TJ  | PT                                 | 8 / ANC                               | Nil                      |
| Van Baalen JA  | PT                                 | 28 / DA                               | Nil                      |
| Van den Berg PE (resigned 10/06/2015)  | PT                                 | PR / DA                               | Nil                      |
| Van Huyssteen NC   | PT                                 | 18 / DA                               | Nil                      |

| <b>2015/2016<br/>DISCLOSURES OF FINANCIAL INTERESTS BY COUNCILLORS</b> |                                    |                                       |                          |
|--|------------------------------------|---------------------------------------|--------------------------|
| <b>Council Member</b>  | <b>Full Time /Part Time: FT/PT</b> | <b>*Ward and/or Party Represented</b> | <b>Disclosure Status</b> |
| Van Rooyen EJ  | PT                                 | 21 / DA                               | Nil                      |
| Victor NS  | PT                                 | 25 / DA                               | Nil                      |
| Viljoen M (elected 25/07/2014)   | PT                                 | PR / DA                               | Nil                      |
| Vilakazi EA  | PT                                 | 7 / ANC                               | Nil                      |
| Zulu NN  | PT                                 | PR / ANC                              | Nil                      |
| Zulu TS  | PT                                 | 14 / ANC                              | Nil                      |
| Zwane PJ   | PT                                 | PR / ANC                              | Nil                      |



## APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

### APPENDIX K (I): REVENUE COLLECTION PERFORMANCE BY VOTE

| Revenue Collection Performance by Vote |                  |                  |                    |                  |                    |                 |
|--|------------------|------------------|--------------------|------------------|--------------------|-----------------|
| Description                            | 2014/2015        | 2015/2016        |                    |                  | 2015/2016 Variance |                 |
|  | Actual           | Original Budget  | Adjustments Budget | Actual           | Actual             | Original Budget |
| Executive & Council                    | 76 591 380       | 57 238 000       | 57 238 000         | 77 977 409       | 136%               | 136%            |
| Corporate Services                     | 27 094 475       | 24 354 931       | 27 354 931         | 26 834 166       | 110%               | 98%             |
| Planning & Development                 | 101 096 104      | 63 233 111       | 99 486 276         | 43 994 873       | 70%                | 44%             |
| Community Services                     | 150 865 118      | 165 040 616      | 186 686 120        | 153 362 943      | 93%                | 82%             |
| Financial Services                     | 442 836 954      | 433 968 528      | 482 708 972        | 581 656 170      | 134%               | 120%            |
| Technical services                     | 754 770 868      | 972 474 226      | 1 115 059 255      | 888 616 909      | 91%                | 80%             |
| <b>Total Revenue by Vote</b>           | <b>1 553 255</b> | <b>1 716 309</b> | <b>1 968 534</b>   | <b>1 772 442</b> | <b>0</b>           | <b>0</b>        |

## APPENDIX K (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

| Description  |                  |                  |                    |                  |                    |                 |
|--|------------------|------------------|--------------------|------------------|--------------------|-----------------|
|  |                  |                  |                    |                  |                    | R '000          |
| Description  | 2014/2015        | 2015/2016        |                    |                  | 2015/2016 Variance |                 |
|  | Actual           | Original Budget  | Adjustments Budget | Actual           | Actual             | Original Budget |
| Property rates   | 184 501          | 193 933          | 242 673            | 202 861          | 4%                 | -20%            |
| Property rates - penalties & collection charges                      | .                | .                | .                  | .                | 0%                 | 0%              |
| Service Charges - electricity revenue                                | 393 157          | 509 983          | 557 273            | 449 506          | -13%               | -24%            |
| Service Charges - water revenue                                      | 260 933          | 322 732          | 390 763            | 319 433          | -1%                | -22%            |
| Service Charges - sanitation revenue                                 | 85 719           | 90 323           | 117 587            | 87 473           | -3%                | -34%            |
| Service Charges - refuse revenue                                     | 95 760           | 102 231          | 124 265            | 99 272           | -3%                | -25%            |
| Service Charges - other  | .                | .                | .                  | .                | 0%                 | 0%              |
| Rentals of facilities and equipment                                  | 3 009            | 2 844            | 2 586              | 3 689            | 23%                | 30%             |
| Interest earned - external investments                               | 27 125           | 41 242           | 41 242             | 1 518            | -2616%             | -2616%          |
| Interest earned - outstanding debtors                                | .                | .                | .                  | 55 079           | 100%               | 100%            |
| Dividends received   | 42               | 48               | 48                 | 52               | 8%                 | 8%              |
| Fines  | 28 208           | 26 375           | 26 375             | 23 370           | -13%               | -13%            |
| Licences and permits   | .                | .                | .                  | 4                | 100%               | 100%            |
| Agency services  | 22 715           | 31 660           | 31 660             | 22 430           | -41%               | -41%            |
| Transfers recognised - operational                                   | 225 713          | 227 061          | 225 661            | 230 961          | 2%                 | 2%              |
| Other revenue  | 86 621           | 21 439           | 21 661             | 179 792          | 88%                | 88%             |
| Gains on disposal of PPE   | (13 469)         | 55 000           | 60 000             | 28 081           | -96%               | -114%           |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>1 400 034</b> | <b>1 624 870</b> | <b>1 841 794</b>   | <b>1 703 521</b> | <b>4.62%</b>       | <b>-8.12%</b>   |

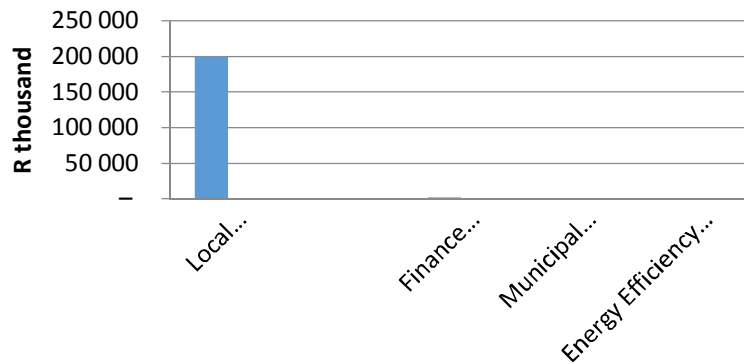
## APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

| Conditional Grants: excluding MIG                        |                      |                       |                      |
|--|----------------------|-----------------------|----------------------|
|  |                      |                       | R' 000               |
| Details  | Budget               | Adjustments<br>Budget | Actual               |
| <b>Neighbourhood Development Partnership Grant</b>       |                      |                       |                      |
|  |                      |                       |                      |
|  |                      |                       |                      |
| <b>Public Transport Infrastructure and Systems Grant</b> |                      |                       |                      |
|  |                      |                       |                      |
|  |                      |                       |                      |
|  |                      |                       |                      |
| <b>Other Specify:</b>                                    |                      |                       |                      |
| Energy Efficiency& Demand side Management grant          | 3 000 000.00         | 0                     | 1 000 000.00         |
| Extended public work programme                           | 2 145 000.00         | 0                     | 2 145 000.00         |
| Financial management grant                               | 1 600 000.00         | 0                     | 1 165 442.00         |
| Intergrated National Electrification Programme grant     | 2 200 000.00         | 0                     | 2 200 000.00         |
| Municipal infrastructure Skill Development               | 26 000 000.00        | 0                     | 26 000 000.00        |
| Municipal system improvement grant                       | 930 000.00           | 0                     | 930 000.00           |
|  |                      |                       |                      |
|  |                      |                       |                      |
|  |                      |                       |                      |
| <b>Total</b>   | <b>35 875 000.00</b> | <b>0</b>              | <b>33 440 442.00</b> |

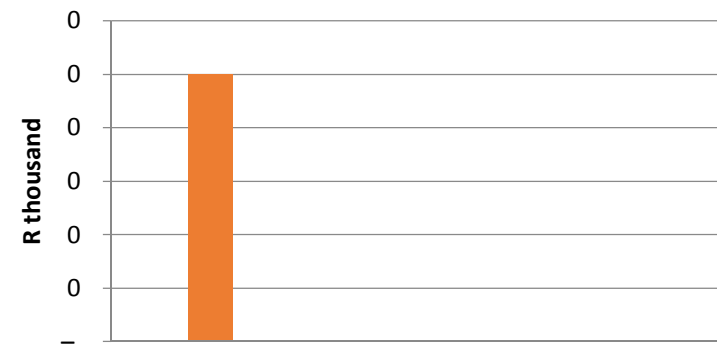
| MP307 - Supporting Table SA19 Expenditure on transfers and grant programme |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|------------------------|------------------------|
| Description  | R<br>e<br>f | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
| R thousand   |             | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| <b>EXPENDITURE:</b>  | 1           |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>Operating expenditure of Transfers and Grants</b>                       |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>National Government:</b>  |             | <b>191 437</b>  | <b>218 194</b>  | <b>223 006</b>  | <b>225 716</b>  | <b>228 716</b>  | <b>201 055</b>     | <b>201 055</b>                                      | <b>211 784</b>         | <b>233 500</b>         |
| Local Government Equitable Share   |             | 189 937         | 191 144         | 193 583         | 194 986         | 194 986         | 199 430            | 199 430   | 210 061                | 231 674                |
|  |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
| Finance Management   |             | 1 500           | 1 550           | 1 600           | 1 600           | 1 600           | 1 625              | 1 625   | 1 723                  | 1 826                  |
| Municipal Systems Improvement  |             | .               | .               | 1 823           | 930             | 930             | .                  | .   | .                      | .                      |
| Energy Efficiency and Demand Management                                    |             | .               | .               | .               | 3 000           | 3 000           | .                  | .   | .                      | .                      |
| Integrated National Electrification Programme                              |             | .               | .               | .               | 2 200           | 2 200           | .                  | .   | .                      | .                      |
| Other transfers/grants [insert description]                                |             | .               | 25 500          | 26 000          | 23 000          | 26 000          | .                  | .   | .                      | .                      |
| <b>Provincial Government:</b>  |             | <b>2 314</b>    | <b>2 440</b>    | <b>2 513</b>    | <b>2 145</b>    | <b>2 645</b>    | <b>2 568</b>       | <b>2 568</b>  | <b>2 722</b>           | <b>2 885</b>           |
|  |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
| Housing  |             | .               | 225             | 420             | .               | 500             | .                  | .   | .                      | .                      |
| Sport and Recreation   |             | 355             | 64              | 22              | 0               | .               | .                  | .   | .                      | .                      |
|  |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
| EPWP   |             | 1 959           | 2 151           | 2 071           | 2 145           | 2 145           | 2 568              | 2 568   | 2 722                  | 2 885                  |
| <b>District Municipality:</b>  |             | <b>–</b>        | <b>–</b>        | <b>–</b>        | <b>–</b>        | <b>–</b>        | <b>–</b>           | <b>–</b>  | <b>–</b>               | <b>–</b>               |
| [insert description]   |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <b>Other grant providers:</b>  |             | <b>–</b>        | <b>–</b>        | <b>194</b>      | <b>–</b>        | <b>–</b>        | <b>–</b>           | <b>–</b>  | <b>–</b>               | <b>–</b>               |
| [insert description]   |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
|  |             | .               | .               | 194             | .               | .               | .                  | .   | .                      | .                      |

| MP307 - Supporting Table SA19 Expenditure on transfers and grant programme |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|---|------------------------|------------------------|
| Description  | R<br>e<br>f | 2012/13         | 2013/14         | 2014/15         | 2015/2016       |                 |                    | 2016/17 Medium Term Revenue & Expenditure Framework |                        |                        |
| R thousand   |             | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2016/17                                 | Budget Year +1 2017/18 | Budget Year +2 2018/19 |
| Total operating expenditure of Transfers and Grants:                       |             | 193 751         | 220 634         | 225 713         | 227 861         | 231 361         | 203 623            | 203 623   | 214 506                | 236 385                |
|  |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
| <u>Capital expenditure of Transfers and Grants</u>                         |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
| National Government:   |             | 107 340         | 116 487         | 72 817          | 55 888          | 66 852          | 60 161             | 60 161  | 68 471                 | 66 979                 |
| Municipal Infrastructure Grant   |             | 107 340         | 116 487         | 72 817          | 55 888          | 66 852          | 60 161             | 60 161  | 68 471                 | 66 979                 |
| Provincial Government:   |             | –               | 63 053          | 76 158          | 4 800           | 35 800          | –                  | –   | –                      | –                      |
| Other capital transfers/grants<br>[insert description]                     |             | .               | 63 053          | 76 158          | 4 800           | 35 800          | .                  | .   | .                      | .                      |
| District Municipality:   |             | –               | 10 298          | 1 238           | 1 350           | 1 350           | –                  | –   | –                      | –                      |
| [insert description]   |             | .               | 10 298          | 1 238           | 1 350           | 1 350           | .                  | .   | .                      | .                      |
|  |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
| Other grant providers:   |             | –               | –               | 3 192           | 23 500          | 15 000          | –                  | –   | –                      | –                      |
| 0-Jan-00   |             | .               |                 | 3 192           | 23 500          | 15 000          | .                  | .   | .                      | .                      |
|  |             | .               | .               | .               | .               | .               | .                  | .   | .                      | .                      |
| Total capital expenditure of Transfers and Grants                          |             | 107 340         | 189 838         | 153 405         | 85 538          | 119 002         | 60 161             | 60 161  | 68 471                 | 66 979                 |
|  |             |                 |                 |                 |                 |                 |                    |   |                        |                        |
| TOTAL EXPENDITURE OF TRANSFERS AND GRANTS                                  |             | 301 090         | 410 472         | 379 118         | 313 399         | 350 363         | 263 784            | 263 784   | 282 976                | 303 364                |

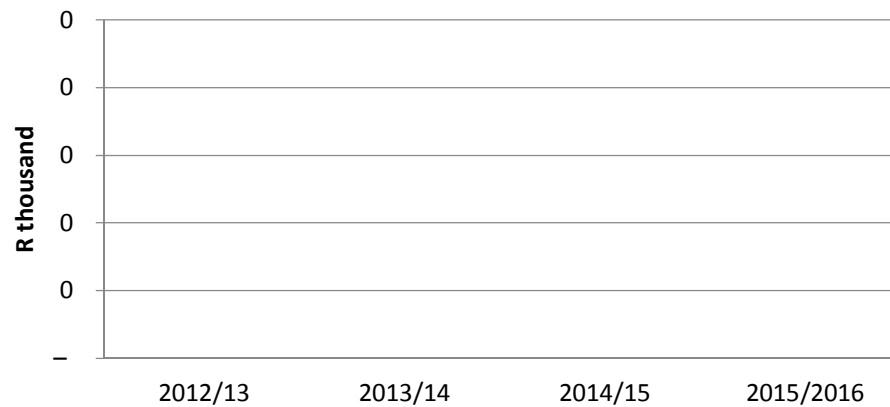
### Grant Performance 2015/16 - OPEX National



### Grant Performance 2015/16 - CAPEX National



### Municipal Infrastructure Grant (MIG) Expenditure



## APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

| Capital Expenditure - Upgrade/Renewal Programme: 2015/2016     |                      |
|--|----------------------|
| R '000   |                      |
| Description  |                      |
| Capital expenditure by Asset Class                             | Actual Expenditure   |
| <b>Infrastructure - Total</b>                                  | <b>75 997 982.62</b> |
| <b>Infrastructure: Road transport -Total</b>                   | <b>4 454 461.00</b>  |
| Roads, Pavements & Bridges                                     | 4 454 461.00         |
| <b>Infrastructure: Electricity - Total</b>                     | <b>2 205 358.00</b>  |
| Transmission & Reticulation                                    | 2 205 358.00         |
| <b>Infrastructure: Water - Total</b>                           | <b>6 661 374.60</b>  |
| Reticulation   | 6 661 374.60         |
| <b>Infrastructure: Sanitation - Total</b>                      | <b>3 869 766.31</b>  |
| Reticulation   | 3 869 766.31         |
| <b>Infrastructure: Other - Total</b>                           | <b>58 807 022.71</b> |
| Waste Management   | 37 608 497.35        |
| Other  | 21 198 525.36        |
| <b>Community- Total</b>  | <b>4 813 606.29</b>  |
| Recreational facilities  | 4 813 606.29         |
|  |                      |
| <b>Total Capital Expenditure on renewal of existing assets</b> | <b>80 811 588.91</b> |

## APPENDIX M (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

| Capital Expenditure - New Assets Programme 2015/2016 |                      |
|--|----------------------|
| R '000   |                      |
| Description  |                      |
| Capital expenditure by Asset Class                   | Actual Expenditure   |
| <b>Other assets-Total</b>                            | <b>10 579 516.85</b> |
| Computers - hardware/equipment                       | 808 303.84           |
| Furniture and other office equipment                 | 2 147 686.32         |
| Civic Land and Buildings                             | 493 730.35           |
| Other Land   | 1 147 166.00         |
| Other  | 5 982 630.34         |
|  |                      |
| <b>Intangibles- Total</b>                            | <b>1 587 660.17</b>  |
| Computers - software & programming                   | 1 587 660.17         |
| <b>Total Capital Expenditure on new assets</b>       | <b>12 167 177.02</b> |



## APPENDIX N – CAPITAL PROGRAMME 2015/2016

| Capital Programme by Project: 20152016 |                 |                   |              |                           |                          |
|--|-----------------|-------------------|--------------|---------------------------|--------------------------|
| Capital Project                        | Original Budget | Adjustment Budget | Actual       | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| <b>Water</b>                           |                 |                   |              |                           |                          |
| Inep(Eskom);To Be Unbundled            | 5 501 000.00    | 5 501 000.00      | -            | -1                        | -100%                    |
| Energy Efficiency Demand Man           | 3 000 000.00    | 3 000 000.00      | -            | -1                        | -100%                    |
| Inep (Inhouse);To Be Unbundl           | 2 200 000.00    | 2 200 000.00      | -            | -1                        | -100%                    |
| Sewer Network Rect. Emba Ext           | -               | -                 | -            | -1                        | -100%                    |
| Water Quality Testing-Blue/G           | 350 000.00      | 350 000.00        | -            | -1                        | -100%                    |
| Operation & Maintenance Support;       | 1 000 000.00    | 1 000 000.00      | -            | -1                        | -100%                    |
| Sports & Rec Centre in Emzin           | -               | 20 000 000.00     | 2 034 126.00 | 0                         | 90%                      |
| Conversion Of Vip's Kinr Ex            | 10 000 000.00   | 10 000 000.00     | 2 141 367.00 | 1                         | 79%                      |
| Embalenhle Wwpt-Uprading;To            | 20 000 000.00   | 20 000 000.00     | 3 353 397.00 | 83%                       | 83%                      |
| WWWP Kinross;To Be Unbundled           | 10 000 000.00   | 10 000 000.00     | 847 758.00   | 92%                       | 92%                      |
| Cons & Revitalize B/Hole In            | 5 888 000.00    | 5 888 000.00      | -            | 100%                      | 100%                     |
| Conv Of VipIn Emzinoni23,24,2          | 10 000 000.00   | 10 000 000.00     | 2 123 331.00 | 79%                       | 79%                      |
| Furniture & Equipment(0601);           | 3 000 000.00    | 3 000 000.00      | -            | 100%                      | 100%                     |
| Electricity Split Meters               | 12 000 000.00   | 12 000 000.00     | 595 944.00   | 95%                       | 95%                      |
| Sanedi Projects                        | 23 500 000.00   | 23 500 000.00     | 751 431.00   | 97%                       | 97%                      |
| Furniture & Equipment 0001;            | -               | -                 | 474 564.00   | 0%                        | 0%                       |
| Emba X18 Sewer Network Upgrade         | -               | 31 000 000.00     | 2 624 121.00 | 0%                        | 92%                      |
| Furniture & Equipment 0508;            | -               | 109 215.00        | 3 875.00     | 0%                        | 96%                      |

**Capital Programme by Project: 20152016**

| <b>R' 000</b>                 |                        |                          |               |                               |                              |
|-------------------------------|------------------------|--------------------------|---------------|-------------------------------|------------------------------|
| <b>Capital Project</b>        | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj) %</b> | <b>Variance (Act - OB) %</b> |
| Furniture & Equipment 0207    | -                      | 105 000.00               | 713.00        | 0%                            | 99%                          |
| Purchase of computer software | -                      | 1 000 000.00             | 1 027 935.00  | 0%                            | -3%                          |
| Upgrade of ICT Connection     | -                      | 3 847 000.00             | 375 611.00    | 0%                            | 90%                          |
| Insurance Claimed Equipment   | -                      | 500 000.00               | 55 940.00     | 0%                            | 89%                          |
| Furniture & Equipment (0602)  | -                      | -                        | 1 849.00      | 0%                            | 0%                           |
| Furniture & Equipment (0604)  | -                      | -                        | 5 460 885.00  | 0%                            | 0%                           |
| Furniture & Equipment (0608)  | -                      | -                        | 2 108.00      | 0%                            | 0%                           |
| Electricity                   |                        |                          |               |                               |                              |
| Electrification Programme;TO  | 115 000.00             | 115 000.00               | -             | 0%                            | 0%                           |
| Upgrade of Medium Voltage Ne  | 7 000 000.00           | 3 500 000.00             | -             | 0%                            | 0%                           |
| Installation of stretlight G  | 1 000 000.00           | -                        | #REF!         | 0%                            | 0%                           |
| Various projects in GMM;TO B  | -                      | -                        | -             | 0%                            | 0%                           |
| SPLIT METERING PROJECT (0609  | -                      | 1 000 000.00             | -             | 0%                            | 0%                           |
| Install Public Lights Emba ;  | 200 000.00             | 200 000.00               | -             | 0%                            | 0%                           |
| Electrical Capacity Expansio  | 2 000 000.00           | 2 000 000.00             | -             | 0%                            | 0%                           |
| Public Lighting;TO BE UNBUND  | 2 000 000.00           | 2 000 000.00             | -             | 0%                            | 0%                           |
| FURNITURE & EQUIPMENT(0609);  | 300 000.00             | 1 100 000.00             | 78 590.66     | -1300%                        | -282%                        |
| RESERVES FINANCE(0501);TO BE  | 7 122 056.00           | 7 122 056.00             | 4 406 393.74  | -62%                          | -62%                         |
| Housing                       |                        |                          |               |                               |                              |
| Housing;TO BE UNBUNDLED       | 10 000 000.00          | 10 000 000.00            | -             | 0%                            | 0%                           |
| Emzinoni Extension 5 Develop  | -                      | 31 841 000.00            | 27 930 702.00 | -14%                          | 100%                         |
| Refuse removal                |                        |                          |               |                               |                              |
| Embalenhle Refuse;TO BE UNBU  | 2 000 000.00           | 2 000 000.00             | -             | 0%                            | 0%                           |

**Capital Programme by Project: 20152016**

| R' 000                       |                 |                   |               |                           |                          |
|------------------------------|-----------------|-------------------|---------------|---------------------------|--------------------------|
| Capital Project              | Original Budget | Adjustment Budget | Actual        | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| GMM Vehicles;TO BE UNBUNDLED | 1 000 000.00    | 1 000 000.00      | -             | 0%                        | 0%                       |
| Refuse Bins;TO BE UNBUNDLED  | 2 000 000.00    | 2 000 000.00      | -             | 0%                        | 0%                       |
| Composting Trials;TO BE UNBU | 5 500 000.00    | 5 500 000.00      | -             | 0%                        | 0%                       |
| FURNITURE & EQUIPMENT (0409) | 30 000.00       | 30 000.00         | 12 530.71     | -139%                     | -139%                    |
| Stormwater                   |                 |                   |               |                           |                          |
| "Project A"                  |                 |                   |               | 0%                        | 0%                       |
| "Project B"                  |                 |                   |               | 0%                        | 0%                       |
| Economic development         |                 |                   |               |                           |                          |
| Town Centre Development;TO B | 4 000 000.00    | 4 000 000.00      | -             | 0%                        | 0%                       |
| FURNITURE & EQUIPMENT(0301)  | 30 000.00       | 30 000.00         | 36 883.02     | 19%                       | 19%                      |
| PMU COST COMPONENT;TO BE UNB | 3 877 560.00    | 1 538 686.34      | 70 815.24     | -2073%                    | -5376%                   |
| FURNITURE & EQUIPMENT (0304) | 50 000.00       | 50 000.00         | 163 029.43    | 69%                       | 69%                      |
| FURNITURE & EQUIPMENT(0302)  | 1 800 000.00    | 1 800 000.00      | 1 356 587.93  | -33%                      | -33%                     |
| Sports, Arts & Culture       |                 |                   |               |                           |                          |
| Upgrading Of Sport Facilitie | 1 000 000.00    | 1 000 000.00      | -             | 0%                        | 0%                       |
| Upgrading of Sprortfields;TO | 1 600 000.00    | 1 600 000.00      | -             | 0%                        | 0%                       |
| Chess;TO BE UNBUNDLED        | 2 500 000.00    | 2 500 000.00      | -             | 0%                        | 0%                       |
| Sports & Rec Centre in Emzin | 4 000 000.00    | 5 189 348.37      | 12 705 008.90 | 59%                       | 69%                      |
| Environment                  |                 |                   |               |                           |                          |
| "Project A"                  |                 |                   |               |                           |                          |
| "Project B"                  |                 |                   |               |                           |                          |
| Health                       |                 |                   |               |                           |                          |
| "Project A"                  | 82.00           | 85.00             | 92.00         | 8%                        | 11%                      |

**Capital Programme by Project: 20152016**

| R' 000                       |                 |                   |        |                           |                          |
|------------------------------|-----------------|-------------------|--------|---------------------------|--------------------------|
| Capital Project              | Original Budget | Adjustment Budget | Actual | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| "Project B"                  | 85.00           | 90.00             | 95.00  | 5%                        | 11%                      |
| Safety and Security          |                 |                   |        |                           |                          |
| Construct Leandra Fire Stati | 8 000 000.00    | 8 000 000.00      | -      |                           |                          |
| Crime Prevention;TO BE UNBUN | 1 200 000.00    | 1 200 000.00      | -      |                           |                          |
| GMM School Security;TO BE UN | 5 000 000.00    | 5 000 000.00      | -      |                           |                          |
| Upgrad of Test Station - Sec | 1 000 000.00    | 1 000 000.00      | -      |                           |                          |
| Security at Municipal Proper | 1 000 000.00    | 1 000 000.00      | -      |                           |                          |
| Fire Station Equipment;TO BE | 1 500 000.00    | 1 500 000.00      | -      |                           |                          |
| ICT and Other                |                 |                   |        |                           |                          |
| Upgrading of roads-Leandra;T | -               | 881 389.00        | -      |                           |                          |
| Upgrading of roads Emzinoni; | -               | 454 961.00        | -      |                           |                          |
| Roads in Bethal;TO BE UNBUND | -               | 1 500 000.00      | -      |                           |                          |
| Pothholes in GMM;TO BE UNBUN | 500 000.00      | 290 000.00        | -      |                           |                          |
| CONSTR LEBOHA/ LEAND REG PAR | 5 000 000.00    |                   | -      |                           |                          |
| Emba internal Rd Joe Makhubu | 4 559 062.00    | 4 559 062.00      | -      |                           |                          |
| FURNITURE & EQUIPMENT(0602); | 30 000.00       | 30 000.00         | -      |                           |                          |
| Const Multipurpose Centre CC | 4 000 000.00    | 4 000 000.00      | -      |                           |                          |
| Con Phase 2 Lehohang Storm w | 3 000 000.00    | 3 000 000.00      | -      |                           |                          |
| Constr Of Emba Foot Bridges; | 100 000.00      | 100 000.00        | -      |                           |                          |
| Green Belt Secunda;TO BE UNB | 3 000 000.00    | 3 000 000.00      | -      |                           |                          |
| Embalenhle Cemetery Roads;TO | 10 000 000.00   | 10 000 000.00     | -      |                           |                          |
| Paving of Sidewalks;TO BE UN | 6 000 000.00    | 6 000 000.00      | -      |                           |                          |
| Osizweni Site Development;TO | 2 000 000.00    | 2 000 000.00      | -      |                           |                          |

**Capital Programme by Project: 20152016**

| R' 000                       |                 |                   |              |                           |                          |
|------------------------------|-----------------|-------------------|--------------|---------------------------|--------------------------|
| Capital Project              | Original Budget | Adjustment Budget | Actual       | Variance (Act - Adj)<br>% | Variance (Act - OB)<br>% |
| Critical Road Maintenance;TO | 3 000 000.00    | 3 000 000.00      | -            |                           |                          |
| Public areas - Secunda;TO BE | 3 000 000.00    | 3 000 000.00      | -            |                           |                          |
| Public Areas- Embalenhle;TO  | 3 000 000.00    | 3 000 000.00      | -            |                           |                          |
| Public Areas - Kinross;TO BE | 2 000 000.00    | 2 000 000.00      | -            |                           |                          |
| Public Areas - Trichardt;TO  | 1 000 000.00    | 1 000 000.00      | -            |                           |                          |
| Repair of Air Strip;TO BE UN | 4 000 000.00    | 4 000 000.00      | -            |                           |                          |
| Library Upgrade;TO BE UNBUND | 2 000 000.00    | 2 000 000.00      | -            |                           |                          |
| Johannes Stegman Theatre;TO  | 6 000 000.00    | 6 000 000.00      | -            |                           |                          |
| GMM Capacity;TO BE UNBUNDLED | 2 000 000.00    | 2 000 000.00      | -            |                           |                          |
| Monito & Evalut Emzi Comm Ce | 1 000 000.00    | 1 000 000.00      | -            |                           |                          |
| Comm Hall Bethal ext 22/23;  | 2 200 000.00    | 2 200 000.00      | -            |                           |                          |
| FURNITURE & EQUIPMENT(0608); | 20 000.00       | 20 000.00         | 13 696.56    | -46%                      | -46%                     |
| FURNITURE & EQUIPMENT(0601); | 30 000.00       | 30 000.00         | 18 639.65    | -61%                      | -61%                     |
| FURNITURE & EQUIPMENT(0401); | 71 163.51       | 301 164.00        | 19 904.30    | -1413%                    | -258%                    |
| MAYOR FURNITURE AND EQUIPMEN | 20 000.00       | 70 000.00         | 59 322.88    | -18%                      | 66%                      |
| FURNITURE & EQUIPMENT (0504) | 100 000.00      | 300 000.00        | 203 514.32   | -47%                      | 51%                      |
| MM FURNITURE & EQUIPMENT 000 | 100 000.00      | 295 000.00        | 210 313.88   | -40%                      | 52%                      |
| FURNITURE & EQUIPMENT(0201)  | 30 000.00       | 630 000.00        | 587 460.49   | -7%                       | 95%                      |
| Cons of paved Roads in Emba  | -               | -                 | 1 258 951.08 | 100%                      | 100%                     |
| Costruction of Com Hall Emzi | -               | -                 | 1 987 331.00 | 100%                      | 100%                     |
| Emba internal Rd Albert Luth | 4 559 062.00    | 4 559 062.00      | 2 980 959.40 | -53%                      | -53%                     |
| Albert Luthuli Road Phase 2; | 4 000 000.00    | 2 642 386.69      | 3 015 369.40 | 12%                       | -33%                     |
| Erad of gravel roads in C/Ci | 5 018 257.00    | 4 018 257.00      | 3 604 771.98 | -11%                      | -39%                     |

**Capital Programme by Project: 20152016**

|                              |                        |                          |               |                                   | <b>R' 000</b>                    |
|------------------------------|------------------------|--------------------------|---------------|-----------------------------------|----------------------------------|
| <b>Capital Project</b>       | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj)<br/>%</b> | <b>Variance (Act - OB)<br/>%</b> |
| Velabahleke Street Phase 2;T | 1 688 483.00           | 1 688 483.00             | 4 093 528.87  | 59%                               | 59%                              |
| Erad of gravel roads Lebohan | 10 145 156.00          | 7 270 182.74             | 4 418 795.04  | -65%                              | -130%                            |
| Renovation of Emz Thusong Ce | 3 000 000.00           | 8 001 298.94             | 4 597 776.98  | -74%                              | 35%                              |
| Emba X22 Cemetery Link Road; | 6 000 000.00           | 4 866 807.40             | 6 287 754.21  | 23%                               | 5%                               |
| Const of Regional Park-Emzin | 5 000 000.00           | 5 000 000.00             | 7 366 872.16  | 32%                               | 32%                              |
| Eradication of grav roads-Em | 2 500 000.00           | 9 242 205.54             | 10 825 492.40 | 15%                               | 77%                              |
| Erad of gravel roads Emzinon | 6 000 000.00           | 7 400 000.00             | 14 779 140.54 | 50%                               | 59%                              |

## **APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2013**

Not Applicable

## **APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS**

None

## **APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION**

None

## **APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY**

| Declaration of Loans and Grants made by the municipality: 2015/2016                   |                   |                                |                     |   |
|---|-------------------|--------------------------------|---------------------|---|
| All Organisation or Person in receipt of Loans */Grants* provided by the municipality | Nature of project | Conditions attached to funding | Value Year 0 R' 000 | Total Amount committed over previous and future years |
| No grants or Loans were made by the municipality during the year under review         |                   |                                |                     |   |
|   |                   |                                |                     |   |

None

## **APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT**

None

**APPENDIX U – SECTION 46 ANNUAL PERFORMANCE REPORT  
2015/2016**



# **2015/2016 Annual Report**

## **VOLUME 2**

# **Annual Financial Statements**

